

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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{COO}

Date / Dyddiad 10/11/2009

Ask for / Gofynner am Graham Connah

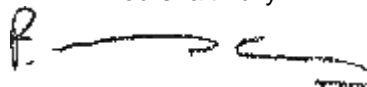
Direct Dial / Rhif Union 01352 702336

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 17 NOVEMBER 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 27/10/2009 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. COMMUNITY STRATEGY AND LOCAL SERVICE BOARD: MID YEAR REVIEW

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

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

5. NORTH WALES REGIONAL PARTNERSHIP BOARD - VISION
Report of the Chief Executive - Portfolio of the Leader of the Council
6. MAKING THE CONNECTIONS - SPECIALIST PLANNING SERVICES
Report of the Director of Environment - Portfolio of the Executive Member for Environment and Executive Member for Housing Strategy and Planning
7. BUSINESS CONTINUITY MANAGEMENT
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
8. FLINTSHIRES DRAFT MUNICIPAL WASTE STRATEGY
Report of the Director of Environment - Portfolio of the Executive Member for Waste Strategy and Management
9. FOLLOW UP TO THE COUNCIL'S RESPONSE TO THE PENNINGTON REVIEW (ON E.COLI)
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
10. CARBON REDUCTION STRATEGY
Report of the Director of Environment - Portfolio of the Leader and Executive Member for Finance and Asset Management and Executive Member for Environment

OPERATIONAL REPORTS

11. IMPROVEMENT TARGETS REVIEW
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
12. WORKFORCE INFORMATION REPORT
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management and Strategy
13. COUNCIL TAX BASE FOR 2010-11
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
14. CUSTOMER ON-LINE ACCESS TO REVENUES AND BENEFITS INFORMATION.
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
15. FLINTSHIRE REGISTRATION SERVICE REVIEW
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management and Strategy
16. SHELTERED HOUSING IMPROVEMENT PROJECT
Report of the Director of Community Services - Portfolio of the Executive Member for Housing Management and Function

17. PASSENGER TRANSPORT IN FLINTSHIRE
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment and Regeneration and Tourism
18. REVIEW OF FLINTSHIRE BUS SERVICE
Report of the Head of Overview & Scrutiny - Portfolio of the Deputy Leader and Executive Member for Environment and Regeneration and Tourism
19. WELSH PUBLIC LIBRARY STANDARDS - ANNUAL REPORT 2008/09
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth Services
20. MANAGING UNAUTHORISED ENCAMPMENTS PROTOCOL
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
21. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed
22. FOR INFORMATION
A copy of the Executive Forward Work Programme (months 11/09 to 04/10) together with an update are enclosed for information

EXECUTIVE
27TH OCTOBER 2009

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 27th October 2009.

PRESENT: Councillor A. Woolley (Chairman)

Councillors: C.A. Ellis, H.D. Hutchinson, N. Matthews, L.A. Sharps, and N.R. Steele-Mortimer.

ALSO PRESENT: Councillors: K. Armstrong-Braun, R. Baker, J. Falshaw, Ms V. Gay, R. Jones, P. Macfarlane, D. Mackie, Mrs D. Mackie and E.W.Owen.

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Lifelong Learning, Director of Environment, Head of Finance, Head of ICT and Customer Services, Principal Solicitor, Head of Committee, Member and Electoral Services and Revenues and Cash Collection Manager.

APOLOGIES: Councillors: N. Phillips and H. Yale.

144. MINUTES

The minutes of the meeting held on 6th October 2009 were confirmed as a correct record.

145. DECLARATIONS OF INTEREST

No declarations of interest were made by Members

146. LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2010/11 AND BUDGET 2010/11

The Head of Finance presented a joint report with the Chief Executive which provided details of the provisional Welsh Local Government Settlement 2010/11 which had been announced by the Welsh Assembly Government on 13th October 2009. The report also provided an update on the arrangements for the 2010/11 budget.

The Head of Finance referred to a briefing paper on the provisional settlement which had been provided to Members and the Corporate Management Team on 14th October 2009.

At this stage figure were provisional only and it was expected that final details would be received on 8th December 2009. The formal consultation period on the provisional settlement would run from 13th October to 17th November 2009. Arrangements would be made to co-ordinate the Council's formal response to the Assembly which would include comments from both Executive and Overview and Scrutiny.

The Head of Finance referred to Aggregate External Finance (AEF) which across Wales the overall increase, which was made up of Revenue Support Grants (RSG) and National Non-domestic Rates (NNDR) for 2010/11 over 2009/10 was 2.1%. The Assembly had retained a "floor funding" arrangement for 2010/11 which would ensure that all authorities received a minimum increase in AEF of 1%. The two authorities receiving additional funding under this arrangement were Anglesey and Powys and the cost of funding the floor had come from within the RSG settlement. Flintshire's increase in AEF was 1.8% bringing the total AEF to £186.989m. This equated to £1,239 per capita and Flintshire was ranked 18th out of the 22 authorities in Wales. Flintshire's Standing Spending Assessment (SSA) had increased by 2.8% to £241.053m. The Head of Finance reported that the outcome of the provisional settlement was within the planning budget assumptions that had been made.

The Head of Finance then referred to five grants which would transfer into the settlement which has previously been funded by a specific grant. These included Deprivation Grant (£0.225m), Schools Special Grant (£0.496m), Schools Energy Cost Grant (£0.104m), Implementation of Carer Breaks under Section 25 of the Children and Young Persons Act 2008 (£0.080) and Fairer Charging Grant (£0.731m) which totalled £1.636m. The first four items were expected to transfer in at the same level as in 2009/10 but the fifth item in respect of Fairer Charging Grant and the figure of £0.731m was likely to reduce at the final settlement stage as the distribution of the total amount was still being considered by the Assembly and Flintshire anticipated being a net loser from this transfer.

It was reported that details of specific grant allocations at the all Wales level were still being worked through. Whilst figures have not been published it was stated that there would be further increases in funding to support the foundation stage and waste management. The value of the improvement agreement grant at the all Wales level had been reduced by £0.3m to £31.1m and Flintshire allocation, subject to performance, was £1.482m which was a reduction of £0.014m on the 2009/10 figure.

In relation to the capital settlement across Wales general capital funding had remained at £217.433m. This was unhypothecated funding of which £54.037m was paid as capital grants with the remainder of £163.386m provided a support for borrowing. For Flintshire, general funding had increased by £0.018m to £10.363m and this was divided into general capital grants £2.575m and £7.788m support within the settlement for borrowing. In addition to the general capital funding, there would be specific capital grants of £359.5m across Wales, but no details were available on specific capital grants for Flintshire at this stage.

The timetable for consideration of the budget 2010/11 was set out in Appendix A to the report. The draft budget proposals for the General Fund and the Capital Programme 2010/11 – 2013/14 would be considered by the Executive on 22nd December 2009. Draft budget proposals for the Housing Revenue Account would be considered by the Executive on 26th January 2010. Directorate presentations would be made to all Overview and Scrutiny Committees between 13th and 22nd January 2010 and the final recommendations would be made to Council on 2nd March 2010 having been considered by the Executive on 16th February 2010.

In conclusion, the Head of Finance referred to the consultation period and to the seminar to be held later in the day when Mr Steve Thomas the Chief Executive and Ms Vanessa Phillips, Director of Resources at the WLGA would be making a presentation on the wider picture on financial forecasts and this would provide the Council with a fuller analysis on which to formulate a response to the Welsh Assembly Government's consultation.

The Chairman, as the Executive Member for Finance and Asset Management, moved the recommendations of the report and said that it was intended to have earlier discussions on the budget than had been the case for the current year's budget. He also expressed his disappointment that Flintshire had lost out on the second round of the applications made to the Strategic Capital Investment Fund (SCIF).

The Deputy Leader seconded the recommendations, and emphasised the need for a special case to be made for Flintshire County Council to be made to the Welsh Assembly Government on the provisional settlement and to assist the Council in making other grant applications in the future. He referred to the unemployment figure of 3% for Flintshire which was being used by the Welsh Assembly Government which was not a realistic figure and he considered should be in the region of 7 – 10%. He therefore asked the Chief Executive to pursue all avenues to ascertain a more realistic assessment of the unemployment figures which could make future applications for other funding streams more fruitful.

The Chairman concurred with these views and asked the Chief Executive to ask the Welsh Assembly Government to revisit the figures which were used for settlement calculations.

The Chief Executive responded and emphasised that experience indicated that there would not be significant changes between the provisional and the final settlement. There were five points which needed to be taken into consideration:-

- most of the settlement was formula driven;
- there was national support for the protection of the "floor funding";
- there was concern on the transparency of specific grants being transferred into the settlement which had been referred to earlier by the Head of Finance;
- the WLGA had indicated that all new initiatives being put forward by the Welsh Assembly Government had to be fully funded; and
- if this funding could not be guaranteed Councils would not be able to guarantee that previous Welsh Assembly Government initiatives would be supported.

The Chief Executive referred to the Strategic Capital Investment Fund and the bids made by Flintshire County Council and expressed his disappointment on the outcome. In relation to the comments made by the Deputy Leader it would be right to ask the Welsh Assembly Government to use the most up to date figures in determining the formula and final settlement and this could be undertaken as part of the consultation response. However, he did advise caution in that any uplift on the unemployment figures would probably apply to most other local

authorities. He would be requesting feedback from the Welsh Assembly Government on the SCIF bids.

RESOLVED:

- a) that the 2010/11 provisional settlement information be noted;
- b) that the timetable for establishing budget proposals for 2010/11 be noted; and
- c) that the Head of Finance be provided with any comments on the provisional Welsh Local Government settlement by 9th November 2009 in order that these comments, together with those of Overview and Scrutiny, could be reported to the Assembly by 17th November 2009 at the end of the consultation period.

147. ANNUAL PERFORMANCE REPORT 2008/09

The Chief Executive presented a report which sought endorsement to the draft 2008/09 Annual Performance Report which was to be considered by a special meeting of the County Council later in the day. He explained that the Annual Improvement Plan was a statutory requirement of the Wales Programme for Improvement and had to be published by 31st October each year.

The Report for 2008/09 was based upon performance out turns for 2008/09 and the progress against strategic assessment of risk and challenges. In conclusion, he thanked Karen Armstrong, Vicky Howson and the Policy Team for the work undertaken in preparing the report.

RESOLVED

That the 2008/09 Annual Performance Report be endorsed.

148. COMMUNITY SAFETY STRATEGIC PLAN, 2008/11 (VERSION 2)

The Chief Executive presented a report which sought endorsement to the revised version of the Community Safety Partnership's Strategic Plan for 2008/11. This report was now a joint portfolio of the Executive Members for Leisure and Public Protection and Corporate Governance and Strategy.

The 1998 Crime and Disorder Act and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act placed a statutory duty on the local authority, police authority, police service, Local Health Board, fire authority and fire service to work together to address shared community safety priorities. Collectively, these agencies made up the Community Safety Partnership along with the Probation Service and the Flintshire Local Voluntary Council who represented the voluntary sector. Each year the Partnership was required to produce a strategic assessment and a rolling three year strategic plan which was updated annually. Flintshire had the lead role on the partnership and was working within national priorities of the Home Office. As from October 2009

local authority's scrutiny committees would also have the power to oversee and examine the work of the Community Safety Partnership.

The Executive Member for Social Services welcomed the Overview and Scrutiny committee's involvement and the priorities agreed by the Community Safety Partnership which included domestic abuse.

In conclusion, the Chief Executive referred to the partnership sub-groups and made particular reference to the Eastern Contest Group and Flintshire Prevent Panel which was a national Home Office initiative.

RESOLVED:

That the Community Safety Partnership's strategic plan be endorsed.

149. UPDATE REPORT ON THE REGIONAL FOOD WASTE PROJECT AND THE PROPOSALS FOR A FOOD WASTE COLLECTION PILOT

The Executive Member for Waste Strategy and Management introduced a report which updated members on the regional food waste project and proposals for a food waste collection pilot. The Executive Member referred to the partnership arrangements with Conwy County Borough Council and Denbighshire County Council and the targets for the management of municipal waste including specific targets in relation to the kerbside collection of food/kitchen waste. The table at paragraph 2.03 of the report showed the targets for each local authority for food and kitchen waste which would increase from 12% in 2012/13 to 16% in 2024/25.

The Executive Member reported that during the current financial year 2009/10 it was proposed to use the £429,417 ring-fenced Sustainable Waste Management Grant to procure food waste collection vehicles ready for a pilot to be introduced in the early part of 2010/11. It was proposed to have a food waste plant in place by 2012 and the pilot for food waste collections was intended to cover approximately one third of the county in 2010. Further reports would continue to be made to the Executive on regional waste management.

The Director of Environment referred to the financial implications of the report and that councils had been given an indicative allocation £1.059m Sustainable Waste Management Grant ring-fenced for food waste in 2010/11 the actual allocation for 2010/11 was to be confirmed later in the month.

RESOLVED:

- a) that a pilot scheme for the collection of food waste be approved and that further reports be received on progress;
- b) that the work being done in the development of the food waste treatment procurement process be noted;
- c) that the work to develop the inter-authority agreement be noted.

150. FLINTSHIRE REGENERATION STRATEGY 2009-2020

The Director of Environment presented a report which sought approval for the Flintshire Regeneration Strategy 2009-2020. He emphasised that the strategy was particular importance at a time of economic uncertainty. The strategy set out the actions that would be taken to facilitate recovery, to ensure that Flintshire was prepared for the challenges to be faced as the economy emerged from recession and to ensure that a focussed and co-ordinated approach brought together the actions and resources of all development partners for maximum local benefit.

The Director referred to the late Councillor Mel Higham, who as the Executive Member for Regeneration and Tourism, had played a key role in the development of the strategy and had set a challenging timetable for its preparation and it was with regret that he was not able to present the strategy at this meeting of the Executive.

The Director referred to the strategy which comprised a number of strategic objectives including a competitive Flintshire, sustainable communities and employment and skills. Once the strategy had been approved an action plan would be developed.

The Chairman thanked everyone involved in the work undertaken as part of the recently held Business Week. These comments were supported by the Executive Member for Environment, Regeneration and Tourism and reported that the Business Week would continue next year, but in a different format. He also concurred with the Strategic Objective 3, in relation to employment skills and a need to develop a range of initiatives aimed at local people who were suffering poverty, disadvantage and hardship, and residents in the most deprived communities would be helped to provide them with an equal opportunity of benefiting from the future economic success of Flintshire.

The Chief Executive emphasised the importance of the strategy linking in with the Mersey Dee Alliance and Spatial Plan.

RESOLVED:

That the Flintshire Regeneration Strategy be approved.

151. TRANSFORMING EDUCATION for 14-19 YEAR-OLDS IN FLINTSHIRE

The Executive Member for Education and Youth introduced a report which provided Members with an update on the progress on transforming education and training provision for Flintshire for 14-19 year-olds. The Executive Member reported that in response to the strategy an outline business case and draft work programme on longer term governance organisation issues was produced for consideration by DCELLS. Receipt of feedback and endorsement from DCELLS in the Summer had been positive. This was also accompanied with the availability of development funding from DCELLS to commission further work to produce a strategic business case. During the Autumn term 2009, officers and providers

would be further developing the draft strategy and would be presenting a short progress submission for DCELLS consideration by December 2009. In conclusion, the Executive Member emphasised the links to the School Modernisation Strategy which was to be considered as the next agenda item.

RESOLVED:

That the report be received and the progress made with the submission on transforming education provision for 14-19 year-olds in Flintshire be noted.

151. SCHOOL MODERNISATION STRATEGY

The Executive Member for Education and Youth introduced a report for Members to consider the next steps in the development and implementation of the School Modernisation Strategy. He emphasised that this was one of the most important reports for the Council to consider and all political groups on the Council had been offered briefings. Whilst most had taken advantage of this offer, he hoped that those who hadn't would do so as he emphasised the document's importance. The report would be submitted to the Lifelong Learning Overview and Scrutiny Committee.

The Director of Lifelong Learning referred to one of the Council's key education functions, which was to secure access for pupils to a sufficient number and a variety of school places. He referred to the Estyn 2009 Report on the strategic management of education in Flintshire, which had identified tackling this issue as a key recommendation, whilst recognising that considerable preparatory work had been undertaken during the previous year. Key issues included the duty to provide sufficient school places in the right places and local and national initiatives to make all school building "fit for purpose" and removing excessive surplus places. Future financial settlements would lead to decreasing financial room for manoeuvre and there were significant differences in the way schools were funded with very small provision being disproportionately expensive. Schools and their buildings were important to their communities and were able to do more than provide education for children.

The Director referred to an initial way forward to address the challenges and address the Council's policy position in key issues. This was last undertaken in 2004. A key second step would be to undertake a programme of individual school and local area reviews, involving pupils, parents, carers, staff, governors, service partners and other interested parties.

The Executive Member for the Environment, Regeneration and Tourism referred to the strategy document and to the reference that the Welsh Assembly Government did not have a presumption against closing rural schools.

The Executive Member for Education and Youth referred to the six points set out in paragraph 2.04 of the report which would be taken into account before any decision was made on a school closure. This would consider removing temporary or unused accommodation; develop new school uses of surplus accommodation; develop community use of premises; non-school use of surplus accommodation; closure of part of a school and federations,

merging/amalgamation of schools and where appropriate school closure. In view of the time scale required to develop the strategy it was not anticipated that there would be any school closure within the life of the current Council.

RESOLVED:

- a) that the Lifelong Learning Overview and Scrutiny Committee be commissioned to scrutinise and make recommendations in relation to the School Modernisation Strategy;
- b) that in common with the Lifelong Learning Overview and Scrutiny Committee the Executive recognises the need to review and subsequently renew and rationalise current educational provision;
- c) that the indicative timetable set out at Appendix 1 to the report be supported; and
- d) that the overall surplus places in primary and secondary phases be maintained at around 10% to facilitate parental preference and to meet WAG and WAO guidelines with no school with over 25% surplus capacity being unreviewed; and that consultation on School Organisation Policy and decision making criteria be commissioned.

152. FLINTSHIRE HOMELESSNESS STRATEGY 2009 – 15

The Executive Member for Social Services introduced a report which sought approval for the Flintshire Homelessness Strategy 2009 – 15. In presenting the Strategy the Executive Member referred to the strategic objectives which were set out in the report and to the consultation undertaken which had included a homelessness workshop for elected members. Strategic Objective 1 included the establishment of a Flintshire Homelessness Forum and she suggested that Councillor Helen Yale be the elected member representative.

RESOLVED

That the Flintshire homelessness Strategy 2009 – 15 be approved.

153. REVENUE BUDGET MONITORING 2009/10 (MONTH 5)

The Head of Finance presented a report which provided the most up to date Revenue Budget monitoring information at Month 5 for the General Fund and Housing Revenue Account in 2009/10.

The Executive Member referred to the Executive Summary and to the General Fund which was showing a net overspend of £0.467m compared with an overspend of £0.310m at Month 4, and the Housing Revenue Account which was showing net overspend of £0.571m compared with £0.500m at Month 4.

The Head of Finance referred to the significant in year projected variances which were detailed in Appendices 1 – 5 of the report for the General Fund and Appendix 7 for the Housing Revenue Account. The appendices also provided the

reasons for the variances and the actions required to address each variance. The main variance was in respect of out of county placements and this was a volatile budget item due to the uncertainty of lengths of current placements, the cost and the difficulty in predicting number of new placements.

The Head of Finance then referred to risks and assumptions which were set out in section 3.05 of the report and Appendix 6 detailed the movements to date on unearmarked reserves and the level of contingency sum available for the allocation by the Executive. The estimated amount currently available in the contingency reserve was £1.562m.

The Housing Revenue Account was showing an in year projected overspend of £0.571m and the reasons for the significant variances and actions planned to deal with them was set out in Appendix 7 to the report. The net effects of the revised balance brought forward and the projected overspend was that there would be balances in hand at the end of the year of £0.708m (budget £1.292m) which at 3.1% of budget and expenditure was greater than the minimum of 3% recommended by the Head of Finance.

The Executive Member for Social Services referred to the out of county placements expenditure and emphasised the difficulties in planning for this budget due to the uncertainty on placements and the difficulties in predicting the number of new placements that might come into the County. In this regard, the Chief Executive explained that considerable work was being undertaken on long term solutions.

RESOLVED:

- a) that the overall report be noted;
- b) that the General Fund contingency sum available as at 31st March 2010 (Section 5) be noted; and
- c) that the projected final level of balances on the Housing Revenue Account (paragraph 6.05) be noted.

154. COUNCIL TAX HELP FOR PENSIONERS

The Head of Finance presented a report which provided Members with background information about the Assembly Government Grant Scheme in relation to Council Tax Help for Pensioners and the report set out two potential options to administer the grant and to recommend to Members the best way forward. The Head of Finance also introduced Mr David Barnes, the Council's Revenue and Cash Collection Manager who was present to answer any specific questions raised by members.

The Head of Finance referred to the 2008 – 2013 Assembly Government “Strategy for Older People in Wales” which gave a commitment that the Assembly had continued to develop and implement a range of policies and programmes to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. The aim was to increase

income, encourage better financial management and stimulate wealth creation. The Welsh Assembly had a commitment in One Wales to provide extra help to pensioners with Council Tax.

A grant scheme had been announced by the Assembly on 4th August 2009 following extensive discussions over several months between the Welsh Local Government Association and the Assembly Government to determine a workable scheme. A total of £2m has recently been made available to all authorities in Wales and had been distributed on the Older Adults formula used in the calculation of the Standard Spending Assessment for 2009-10. As a result, the amount of grant received by Flintshire was £84,654. The way in which the grant was administered and distributed was entirely at the discretion of each local authority given that the grant conditions stipulated no predefined criteria to assist local authorities in formulating their local schemes. However, the purpose of the scheme was to provide assistance to people with payment of the council tax but only to pensioners whom the authority considered it appropriate to assist.

The Head of Finance referred to the considerations of the report and an options appraisal and two options were highlighted in the report and recommendation was that option one be accepted as the preferred scheme and this would provide direct financial assistance to certain pensioners.

RESOLVED:

- a) that the report be noted and that Option One be confirmed as the preferred scheme; and
- b) that officers be authorised to accept £84,564 grant from the Assembly Government and to administer the grant in line with option one.

155. LOCAL TAXATION POLICIES 2010-11

The Leader and Executive Member for Finance and Asset Management introduced the report the purpose of which was for Members to approve the various policies for the administration of Council Tax and Business Rates for the financial year 2010/11. He also referred to the media coverage the previous day on the effects of the latest rateable value listings which might affect business rates payable by businesses within the County.

The Revenue and Cash Collection Manager outlined the position in relation to the publication of the new list for businesses in Flintshire and the changes to rateable values. The total rateable value had increased from £120m to £139m which was an increase of 16.82% across Flintshire and this would result in the rates of some small businesses increasing and others having a reduction.

The Executive Member for the Environment, Regeneration and Tourism referred to the explanations given by the officer and asked if an explanatory note could be provided to Members to assist them in offering explanations to businesses, and this was agreed.

The Head of Finance then referred to the report and to the policies which were required by statute to be approved each year in respect of Council Tax discounts on second and long term empty homes; Council Tax discretionary discounts; discretionary rate relief for charities and discretionary rate relief for small businesses. In addition some policies were detailed in the report for information purposes only and these were the payment dates for precepting/levying bodies and for council tax and business rates. The recommendations of the report proposed no changes except on the payment dates for council tax. In this regard, and order to promote payment of bills by direct debit for those customers who worked to weekly budgets, an additional facility would be implemented from April 2010 to enable customers to pay weekly by direct debit.

RESOLVED:

- a) that the continuation of the current local taxation policies for 2010/11 be approved as follows:-
 - i) not to award Council Tax discounts on any prescribed class and this applied to the whole of the County area (2.02)
 - ii) for the Head of Finance and Executive Member for Finance and Asset Management to consider discretionary discounts (section 13A) through the use of delegated powers only in the cases of civil emergencies and national disasters (3.03)
 - iii) discretionary rate relief for charities as set out (4.02)
 - iv) not to award discretionary “top up” discounts to small businesses (5.03)
- b) that the payment dates for precepting/levying bodies (6.01) and payment date of Council Tax and business rates, giving support to the introduction of weekly direct debits from April 2010 (7.01 – 7.04) be noted; and
- c) that an explanatory note be sent to Members, setting out details of the revised rateable valuations.

155. ANNUAL COUNCIL REPORTING FRAMEWORK (ACRF) FOR SOCIAL SERVICES

The Director of Community Services presented a report which advised on the progress in implementing the new Welsh Assembly Government Reporting Framework for Social Services.

The Director referred to the previous system for reporting on Social Services performance which was overseen by the CSSIW on behalf of the Assembly Government which was the Annual Performance Evaluation Framework (PEF), the five yearly joint reviews and the ad hoc themed inspections. The ACRF replaced the PEF and Joint Review but ad hoc inspections would continue. This aimed to improve the timeliness and relevance

of public reporting on Social Services performance across Wales and to meet the requirements for the Annual Report from the Director of Social Services contained in recent guidance. The Director explained that the ACRF was to introduce a new approach to performance management in Social Services and would seek continuous improvement, and respond to regular feedback from service users and carers and be more evidence based. Guidance from the WLGA was outlined in paragraph 3.02 of the report.

The output would be the annual report which would include the overview report, and analysis current effectiveness, the evidence trail and service improvement plans. A project board had been established and the representation was set out in paragraph 3.04 of the report and would include the Policy, Performance and Partnerships Manager. The proposed timetable was set out in paragraph 3.05 and the briefing of Members and partners was currently being undertaken.

The Director then referred to the challenge phase which would be undertaken during February 2010 and this would include consultation with a broad spectrum of stakeholders and would include the Social and Health Overview and Scrutiny Committee. The Executive was asked to note that wider corporate involvement in the ACRF was needed and this included related services such as Lifelong Learning and Housing to contribute to performance information and to minimise duplication of effort by aligning the ACRF activity with the corporate performance management framework where possible. There would be planned involvement of the CSSIW during the development of the annual report and final approval of the report would be sought from CSSIW.

The Executive Member for Social Services welcomed the new framework and referred to previous comments made by Overview and Scrutiny Committee and the Executive that the previous evaluation framework had been considering historic information from previous years. She also welcomed the wider corporate involvement and made reference to the Project Board and suggested that there should be Member involvement. In this regard, the Executive Member for Leisure and Public Protection proposed that Councillor Carol Ellis as the Executive Member for Social Services should be a Member of the project board, and this was agreed. In this regard, the Director of Community Services suggested that if the Executive Member was unable to undertake this role it was important that an Executive Member should be her replacement.

RESOLVED:

- a) that the new arrangements for reporting on Social Services performance be supported;
- b) that the proposed arrangements for delivering the annual report be supported; and
- c) that Councillor Carol Ellis as the Executive Member for Social Services be nominated to be the Member representative on the Project Board.

156. EXERCISE OF DELEGATED POWERS

An information report of the Chief Executive was submitted the purpose of which was to inform Members of the actions taken under delegated powers. The actions taken were as set out below:-

Corporate Services – award of insurance tender 2009

Environment – declaration of Dobshill Depot as surplus to requirements for depot accommodation

- transfer of freehold of land – 0.1 acres of public open space (at Elfed Drive, Buckley) from the current owner to the County Council

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

RESOLVED:

That to allow the consideration of a report which was considered to be exempt by virtue of paragraphs 12 and 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the meeting.

157. REVIEW OF PERSONAL ASSISTANTS

The Chief Executive presented a report to seek agreement of the deletion of a post in Finance following the Finance Function Review and in order to progress with the review of personal assistants (PA) across the Authority.

RESOLVED:

That the deletion from the establishment of the post of Personal Assistant to the former Assistant Directors in Finance be approved.

158. DURATION OF MEETING

The meeting commenced at 9.30 am and ended at 11.22 am.

143. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

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Chairman

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

EXECUTIVE	DATE: 27th October 2009
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD:**
MID YEAR REVIEW

1.00 PURPOSE OF REPORT

- 1.01 To provide updates on the progress of the Community Strategy, the Community Strategy Work Plan and the Local Delivery Agreement(s).
- 1.02 To seek endorsement of the work of the Flintshire Local Service Board.

2.00 BACKGROUND

- 2.01 The statutory requirement for the development of Community Strategies on a partnership basis for the whole County of Flintshire was described to Members in the report presented to Executive on 17th February 2009. At this meeting, the Executive endorsed the purpose and structure of the Community Strategy as defined by the Flintshire Local Service Board (LSB). Subsequently, the draft Community Strategy 2009 to 2019 was endorsed by Executive on 13th May 2009.
- 2.02 The LSB identified carbon reduction as its first Local Delivery Agreement (LDA), i.e., set of public service improvements for the partnership to deliver. The aim of this project is to identify and agree target(s) to collectively reduce our carbon emissions in Flintshire. This LDA was endorsed by Executive on 13th May 2009.

3.00 CONSIDERATIONS

- 3.01 The LSB have been focusing on four main areas:
- Effective and trusting partnership relationships as a set of local leaders.
 - Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
 - Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership.
 - Identifying common issues as public bodies/employers.

Community Strategy

Date: 10/11/2009

- 3.02 In October 2009, the Local Service Board (LSB) "signed off" the Community Strategy as a 'county vision' for Flintshire 2009 to 2019 that will be used to not only shape the local authority's financial and business planning processes but also those of all its community planning partners.

Community Strategy Work Plan

- 3.03 The Community Strategy will:
- Provide a statement of intent and priorities for the Local Service Board, collectively as a partnership but also as individual organisations.
 - Support and complement the vision and priorities in the other Strategic Partnership Plans.
 - Be the foundation for the Community Strategy Action Plan.
 - Be used to influence partnership working, build and demonstrate unity amongst partners.
 - Be used as a lobbying tool for funding and influencing purposes.
- 3.04 Recognising this, a 'virtual' LSB Support Team has been established which brings together:
- Strategic Partnership Coordinators (Children and Young People (CYP), Community Safety, Health Social Care and Well Being (HSCWB), Regeneration
 - Community Cohesion Officer
 - Communities First Senior Coordinator
 - Head of Planning Policy (in relation to Local Development Plan)
 - Housing Strategy Manager
 - Principal Partnership Officer
- 3.05 The Team will support the LSB in undertaking its role by:
- Acting as a 'Clearing House' for the LSB and assist in 'clearing the fog' within the overall strategy system, i.e., filter relevant issues to support the LSB so that they may focus their time on areas where they can have the greatest impact and develop a clear overview of the strategy system and help to make sure that it is fit for purpose.
 - Identifying and assessing citizen / community focussed issues and channel them into the LSB where appropriate.
 - Building upon and consolidating its existing intelligence and knowledge management functions including policy developments and their implications for well-being both within and across partnership themes and 'pick-up' on emerging issues.
- 3.06 The Team has a central role in ensuring the promotion of a set of agreed core, value-based characteristics that include:

- Economy and efficiency in the use of resource / capacity
 - Coherence in effectiveness and achievement of outcomes, avoiding contradictions and unwanted side-effects. This will be achieved by building upon existing structures for coordination, e.g., through this Team and using the Flintshire Integration Tool.
 - Work in a way that actively promotes openness and transparency, innovation, flexibility and that makes best use of evidence and good practice.
- 3.07 By working in this way, there will be a more team based approach to supporting the LSB and the strategic partnerships i.e., Flintshire in Partnership (FIP) that is joined-up, has greater shared understanding of issues, reduces duplication, etc. The Team will provide support to enable better informed and timely decisions; an effective interface with the delivery partnerships and policy areas and; a central point for FIP to access the pool of knowledge and intelligence available.
- 3.08 In October 2009, the Local Service Board agreed that further work on developing the key issues, gaps and solutions that will form the Community Strategy Work Plan be undertaken by the LSB Support Team.
- 3.09 The LSB have provided a mandate that is supported by the 'source' partnerships (and their associated partners) to enable the LSB Support Team to undertake its role. In doing so, the LSB Partners and Strategic Partnership Chairs will 'sign-up' to support the development of the Work Plan and associated work streams.

Strategic Partnership Governance Framework

- 3.10 The governance arrangements for strategic partnerships are less prescriptive than those of corporate organisations. This can result in different governance arrangements evolving for different strategic partnerships.
- 3.11 In all of our strategic partnership arrangements, the Welsh Assembly Government expect the Public Sector to lead as accountable bodies that oversee the partnerships and any grant funding or other resources attached.
- 3.12 The policy and legal framework continues to move in a direction that encourages public services to work collaboratively and in partnership at local, sub-regional, spatial and national levels i.e., Wales Spatial Plan, Making the Connections policy, reform of the Local Government (Wales) Measure. Furthermore, the "Route Map" produced by the Assembly Government to support the development of the Local Service Boards (LSB's) in Wales, highlights that in addition to LSB's taking responsibility for a number of change projects, there is a need to ensure that the local partnership system is delivering effectively.

- 3.13 At a time of increased financial pressure, competition for resources, increasing policy focus on area governance and growing expectations from the public, there is a need to adopt a way of working that will ensure consistency and clearly shows the partnerships provide 'value for money' and 'added value'.
- 3.14 This can be achieved through supporting strategic partnership working in Flintshire by providing a clear and consistent Partnership Governance Framework to help ensure that strategic partnerships are effective in delivering their aims and objectives and provide best value for the residents of Flintshire. This arrangement will be extended to the proposed Flintshire Housing Partnership.
- 3.15 In October 2009, the Local Service Board (LSB) agreed that further work on developing a Strategic Partnership Governance Framework be undertaken that considers:
- Procedures for forming or joining any Strategic Partnership
 - Strategic Partnerships Agreements
 - Mechanisms for effective accountability
 - Performance Management
 - Risk Management
 - Resource Management
 - Decision Making, Conflict of Interest and Dispute Resolution
 - Citizen Engagement and Consultation: Putting Flintshire Citizens First
 - Information Sharing and Communication
 - Partnership Complaints and Compliments
 - Annual Partnership Review / Self Assessment
 - Shared understanding of corporate, executive and partner roles, responsibilities and accountabilities
 - Ending and Exiting Partnerships
 - Exit Strategies

Local Delivery Agreement (LDA) - Carbon Reduction in Flintshire

- 3.16 The action planning and implementation stage of the LDA is well underway and significant progress has been made.
- 3.17 Many partners have their own methods of tracking carbon emissions for Green Dragon or other environmental management systems and most have now shared at least basic information on what targets and programmes are currently in place. Whilst Partners share a common goal in reducing their collective carbon output, each partner currently stands in a unique situation. However identifying common targets and areas for collaboration is a consistent theme as the project progresses. Although some data is forthcoming it is reasonable to expect a more complete mechanism for reporting actual carbon savings to be in place in early 2010.

- 3.18 A timetable has been agreed for the Energy Saving Trust's one-to-one support programme (for Flintshire County Council's (FCC) carbon reduction strategy). Data collection for EST's recommendations report will be complete by November and the report is due by January.
- 3.19 The Carbon Trust has commissioned a consultant to work with the LSB to develop a carbon baseline for all partner buildings. This report will be due February 2010. It is expected that alongside this, Display Energy Certificates will be completed for all partner buildings.
- 3.20 From the local authority perspective, the Carbon Reduction Strategy will be integrated into 2010/2011 business planning.

4.00 RECOMMENDATIONS

- 4.01 That the Executive support and endorse the work of the LSB including:
- the work by the LSB Support Team on developing the key issues, gaps and solutions that will form the Community Strategy Work Plan.
 - the proposed framework for Strategic Partnership Governance.
 - the progress being made on the Local Delivery Agreement, i.e., Carbon Reduction Project.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications within this report.

10.00 CONSULTATION REQUIRED

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

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

1. Report to Executive: Draft Community Strategy and Local Service Board Mid Year Review (17th February 2009)
2. Report to Executive: Draft Flintshire Community Strategy 2009 to 2019 - Update (13th May 2009)

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **NORTH WALES REGIONAL PARTNERSHIP BOARD - VISION**

1.00 PURPOSE OF REPORT

- 1.01 To share the North Wales Regional Partnership Board Vision on Collaboration and seek Executive endorsement for this to be presented to a full meeting of the County Council on 24th November 2009.

2.00 BACKGROUND

- 2.01 The North Wales Regional Partnership Board (NWRPB) comprising of Leaders and Chief Executives of all 6 North Wales Council was established with the assistance of the WLGA to promote collaboration and share expertise on a regional basis. Their primary role is seen as the selection and delivery of projects that would see authorities potentially merging service delivery operations and realising substantial savings and performance improvement from such collaboration.
- 2.02 The NWRPB is now committed to defining a lasting future for local government in our region that involves maintaining the current six councils as the local democratic bodies whilst recognising that six "free standing" councils, each providing a full range of traditional local authority services, is no longer viable.
- 2.03 Collaboration provides an opportunity to make best use of regional resources through the sharing of overheads of service provision, sharing best expertise, joint purchasing, joint partnering with the private sector and smarter management of the market place through joint commissioning.
- 2.04 The purpose of the NWRPB Vision is to achieve a balance and demonstrate to ourselves and the Welsh Assembly Government (WAG) that there is a case for protecting the 6 democratic Council's from re-organisation but via an ambitious pace of collaboration (regional and sub regional). The statement captures this intent.

3.00 CONSIDERATIONS

- 3.01 Collaboration already exists and continues to grow. There are a number of successful regional and sub-regional collaborative projects across local authority services including:

Date: 10/11/2009

- North Wales Residual Waste Treatment Project (Regional except Wrexham)
- Managed Agency Staff Solution (MASS) (Sub Regional Denbighshire, Flintshire & Wrexham)
- North Wales Procurement Partnership (Regional)
- Social Services Emergency Duty Team (Flintshire & Wrexham)
- Social Services Community Equipment Integration Service (Flintshire & Wrexham)

3.02 There are also a number of emerging projects:

- Food Waste Treatment Project (Sub-Regional Conwy, Denbighshire and Flintshire)
- Specialist Planning Services (Regional)
- CCTV (Invest to Save funding secured) (Regional)
- Telecare (Regional except Wrexham)
- Adoption & Fostering (Regional)
- Learning Disabilities (Regional)

3.03 Previous collaborative projects that continue to operate and achieve efficiencies include:

- Schools Library Service (Denbighshire, Flintshire and Wrexham)
- Emergency Planning (Denbighshire and Flintshire)

4.00 RECOMMENDATIONS

4.01 The Executive is recommended to endorse that the presentation of the NWRPB Vision on Collaboration be presented to a full meeting of the County Council to be held on 24th November 2009.

5.00 FINANCIAL IMPLICATIONS

5.01 Authorities can potentially merge service delivery operations and realise substantial savings. This has already been demonstrated in a number of collaborative projects.

6.00 ANTI POVERTY IMPACT

6.01 None direct.

7.00 ENVIRONMENTAL IMPACT

7.01 None direct.

8.00 EQUALITIES IMPACT

8.01 None direct.

9.00 PERSONNEL IMPLICATIONS

9.01 None at this stage.

10.00 CONSULTATION REQUIRED

10.01 Each Council has been asked to widely debate the need for change and feed back to the NWRPB in January 2010.

11.00 CONSULTATION UNDERTAKEN

11.01 6 North Wales Councils and WAG.

12.00 APPENDICES

12.01 Vision

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Contained and listed in the appropriate file within the Chief Executive's Office.

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North Wales Regional Partnership Board

Collaborating, Connecting, Improving

Leadership Statement October 2009

We, the North Wales Regional Partnership Board believe that Local Authorities in North Wales face great challenges in the years ahead: -

- Reductions in real resources
- Growing demand for services arising from demographics and recession
- Improving and modernising services in a time of reducing real resources
- Taking our communities and workforces with us as we simultaneously seek to improve services and balance budgets
- The threat of re-organisation or direction to work in particular ways by the Welsh Assembly Government (WAG)
- Pressure from powerful regional bodies like the Betsi Cadwaladr University Health Board and the North Wales Police

In facing these challenges we are committed to the: -

- Maintenance of current “close to the community” democratic structures
- Local control of taxation and receipt of revenue support grant
- Local control, financing and specification of services
- Local delivery of change without re-organisation or direction
- Maximisation of resources available to front line services

We believe must work together and change together to retain continuing “local” control of services. We must: -

- Redesign, innovate and transform services and reduce overheads
- Develop and propagate the concept of a “Commissioning Council” which finances, specifies and plans services and delivers through a range of collaborative and external providers. We will move to this model over the next five years
- Accelerate the pace of collaboration (regional and sub-regional), creating joint services of scale that service more than one authority to deliver both cost reduction and improved services. Ignoring the joint working route will mean more cuts and direction from the Welsh Assembly Government.
- Develop shared services through joint appointments at Director/Head of Services and the creation of arms length collaborative organisations
- Seek the support of the Welsh Assembly Government (WAG) to help us realise major changes in the way we do business and make the up front investments to establish new collaborative services

We need your support to lead the change, Tell us how you will support us and contribute to the change.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **MAKING THE CONNECTIONS - SPECIALIST PLANNING SERVICES**

1.00 PURPOSE OF REPORT

- 1.01 The purpose of this report is to inform members of the proposals related to this project and secure "in principle" agreement to progress the recommendations of the North Wales Planning Officers Group (NWPOG).

The North Wales Planning Officers Group (NWPOG) consists of the seven local planning authorities in North Wales - Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham County Councils and the Snowdonia National Park.

Following the consideration of similar reports, those organisations which responded positively will develop detailed proposals for each service for sign off by each participating authority.

2.00 BACKGROUND

- 2.01 The Specialist Planning Services Project was initiated by the North Wales Planning Officers' Group (NWPOG). Initial work on the project was carried out by Urban Vision consultants who reviewed all planning functions with a view to assessing their suitability for joint service delivery.

The North Wales Planning Officers' Group (NWPOG) and their strategic directors resolved to pilot joint working in the area of specialist planning services.

Specialist Planning Services for the purposes of this project were defined as: -

- Waste and Minerals Planning
- Tree Management and advice
- Landscape Architecture and advice
- Bio-diversity and ecology management and advice
- Building Conservation advice

Urban Vision consultants were commissioned again to advise on joint working in specialist planning services. Urban Vision then explored a range of options, some quite radical, for restructuring the services with staff.

Date: 10/11/2009

The approach of the consultants concerned some staff within the services and led to some unhelpful perceptions of what joint working in these services may entail.

The North Wales Regional Partnership Board has signed off the proposals and supports the recommendations of the NWPOG.

3.00 CONSIDERATIONS

3.01 The Specialist Planning service areas are small scale and fragmented. They are not closely managed and generally do not have a performance management framework. Integration with the planning function is not as strong as it could be, likewise accountability for service quality is variable in quality across the region.

Some of the services are funded externally e.g. the Countryside Commission Wales (CCW) funds a great deal of bio-diversity and ecology work.

Some services work closely with the Welsh Assembly Government (WAG) agencies (like building conservation officers and CADW and bio-diversity/ecology officers with CCW). The Welsh Assembly Government (WAG) agencies tend to have a regional focus.

All the services have a close relationship with the planning function, providing specialist advice to the planning function who is, in effect, a major customer of the services. They also have a range of other customers which defines them as specialist agencies that could operate on a regional or sub-regional, consultancy practice model either as individual services or as single service.

The benefits sought from joint working are to: -

- Improve quality of service
- Improve accountability by using joint working and management to develop more effective performance management frameworks
- Improve the resilience of services, by sharing scarce resources
- Reduce costs by using more economic in-house services in place of consultants on high day rates

The financial case for change is based on making the best of existing resources which may otherwise be under threat in the coming financial settlement. Services will have the opportunity to generate income from other authorities which is currently routinely spent in the private sector. Routing more expenditure towards our own in-house agencies could fund improved capacity.

The key recommendations of the project are:-

- The creation of a single waste and minerals service to serve the region. Flintshire County Council will be the lead authority and staff will initially deliver the service from two bases, one in Mold and one in Gwynedd Council, but not necessarily in Caernarfon.

There is a consensus amongst the Chief Planning Officers and the staff that this will produce service benefits. The new service will aim to be operational as early as practicable during 2010 -11.

- To create Bio-Diversity and Ecology Services on a sub-regional basis subject to further work on making a final decision between two potential options and securing the commitment of partners to change.

The NWPOG working party recommended two services, one serving the eastern three councils based in Wrexham and a second serving the three Western authorities and the National park

However, the working group has also noted that the option of three services based on pairs of councils (Flintshire/Wrexham, Denbighshire/Conwy, with Gwynedd and Anglesey also working with the National Park) could also work effectively. This proposal would command the support of all Chief Planning Officers.

- In the field of Landscape and Trees it is proposed to seek to develop three sub-regional Landscape Architecture services while leaving Tree Services as a local service. The Chief Planning Officers are prepared to work with this proposal and assist tree services develop closer informal joint working.
- Built Environment Services wish to work together more formally without changing management structures through joint projects. The key relationship for this service is advising development control officers

Improved Management

- The Chief Planning Officers have agreed that whatever options they take forward they would like to improve these specialist planning services by allocating a substantial part of their regular meetings to review and improve the services in scope.
- There is also a recognition that change may need to be phased to take account of the need to build a stronger consensus for change in all services, except waste and minerals planning.

Benefits

The proposals are intended to improve the quality and resilience of the services. There are unlikely to be significant cost savings, although considerable productivity gains could result from improved processes, better management, clearer priorities and improved working with customers.

The proposals are intended to improve the quality and resilience of the services. There are unlikely to be significant cost savings, although considerable productivity gains could result from improved processes, better management, clearer priorities and improved working with customers

The nature of the services are such that they could grow as more cost effective “consultancy services” in place of work commissioned from the market.

The proposals are based on single management structures with locally based staff, not the creation of centralised, single office bases.

Some of the initial opposition from staff originated from an interpretation of the consultants work as seeking single office bases and outsourcing of services to the private sector.

Implications for Flintshire

For Flintshire, the recommendations of NWPOG offer different opportunities for each service area. Flintshire is already well resourced to deliver their own mineral and waste planning service with a relatively large team of experienced staff. It should be noted that any joint working should not result in a reduction in the quality of service offered to Flintshire County Council. The proposal to operate at a regional level supports existing working arrangements in this area e.g. the North Wales Regional Aggregates Working Party and the North Wales Residual Waste Project, establishing a larger team to deliver minerals and waste planning across North Wales would a consistency of service whilst developing a flexible staffing resource to address peaks and troughs in demand across the seven authorities. Work will be programmed to bring this joint working into place as soon as possible in 2010-11. A project plan will be developed with key milestones to be achieved.

Flintshire was not included in the Task and Finish Group which delivered recommendations for the ecology and biodiversity work area. Flintshire currently has a biodiversity and nature conservation officers who provide an a valued service across the County in partnership with neighbouring authorities, where appropriate, and other bodies e.g. CCW. At this stage, therefore, it is suggested that further work be undertaken with these partners to identify a joint working solution that meets the local needs of Flintshire whilst delivering the advantages of close collaboration.

Within Flintshire, tree advice is offered by officers within the Planning Service. The NWPOG proposal that such officers should be retained within each authority should be supported.

Flintshire has held the landscape architect post within the Planning Service vacant for nearly 12 months, pending the outcome of Making the Connections. Wherever appropriate, landscape advice is sourced from the private sector. Sub-regional working for landscape advice is supported, given the volume of landscape work each authority generates. Moderate savings could be generated from this area.

Built conservation advice is provided to Flintshire by a private consultant working on a temporary basis. It is now proposed, following NWPOG's recommendation, to fill this post on a permanent basis and ensure that the post holder works closely with neighbouring authorities on joint projects.

4.00 RECOMMENDATIONS

- 4.01 That the Council authorises Head of Planning, working within the NWPOG, to prepare a proposal to form a Regional Planning Partnership to improve planning services and develop a range of jointly delivered services including the proposed way forward for the four Specialist Planning Services Project described above .

5.00 FINANCIAL IMPLICATIONS

- 5.01 None at this stage, any future implications will be reported back to the Executive.

It is possible that small sums may be required for investment in the future. For example, some project support will need to be procured to deliver the minerals and waste project. Funds have been allocated within Flintshire's Planning Improvement Grant settlement from Welsh Assembly Government. These will be offset by longer term revenue savings.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 The intended improvement of services working with partners will have a positive impact on the environment and the community.

8.00 EQUALITIES IMPACT

- 8.01 The intended improvement of services will have positive impacts on minority groups as well as the community generally.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None at this stage.

It is possible that small numbers of staff may be seconded, TUPE'd or re-located should certain proposals progress.

The employment of rights of individuals will be respected and any proposed changes to employment contracts will be consulted and negotiated upon.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **BUSINESS CONTINUITY MANAGEMENT**

1.00 PURPOSE OF REPORT

1.01 To endorse the approach taken to improve the consistency and robustness of Business Continuity Management within the Council.

2.00 BACKGROUND

2.01 Business Continuity Management (BCM) is a process that helps manage risks to the smooth running of an organisation or delivery of service, ensuring continuity of mission critical services in the event of a disruption and effective recovery afterwards. The disruption could be the loss of ICT, loss of building, loss of staff (which includes flu pandemic), or loss of key partner. BCM is one of the Council's strategic risks.

2.02 BCM is part of the Council's approach to risk management and directly linked to corporate governance and the Civil Contingencies Act.

In the event of a disaster affecting the Council we need to consider:

- How do we deliver business as usual to our stakeholders/customers?
- What do we do with our staff?
- How do we meet important deadlines?

The main advantages of BCM are:

- Priorities for what needs to be functioning first.
- Information about resources needed to resume function in key areas.
- Roles for individuals and departments in the disaster.
- A list of contacts that may be required in a disaster, this includes emergency services, neighbouring businesses and tradespeople.
- Means of informing staff when a disaster occurs, including after hours.
- Alternative operations if premises cannot be accessed.
- Maps of premises, highlighting locations of exits, power switches, fire equipment etc.
- How to contact customers, suppliers, distributors and other key parties.

Date: 10/11/2009

3.00 CONSIDERATIONS

- 3.01 Following a report to Corporate Management Team in October 2008 a presentation was given on BCM, to set a realistic and achievable timetable to develop Business Continuity Plans for mission critical services.

- 3.02 A workshop was held at Corporate Management Team in January 2009, facilitated by Owen Rees (Zurich Risk Management Services), to identify the Council's mission critical services. The table overleaf shows the services that were defined as critical and having to be restored within 24-48hrs.

No	Service/Function
1	ICT - key systems
2	Communications/media functions
3	Emergency payment facilities - including emergency benefits
4	The Emergency planning 'structure'
5	Winter gritting
6	Highways maintenance
7	Dangerous structures
8	Immediate response Environmental Health functions - RTA response, pollution response, food safety, animal health outbreak response.
9	Homelessness response
10	Carelink
11	Emergency repairs - housing
12	24hr duty response
13	Approval social worker for mental health
14	Assessment and case management - children and adult
15	Social services court attendance
16	Domiciliary care (delivered with partners)
17	Supported living
18	Residential care (delivered with partners)
19	Family support services
20	Fleet services - essential services
21	Building security
22	Important school exams
23	Telephony and mobile phones
24	Decision making structure at the senior level

- 3.03 A Business Continuity plan template was developed and two plans drafted to test the format.
- 3.04 Following Corporate Management Team's approval of the format developed to capture the mission critical service plans, training workshops were held for Heads of Service/Managers. These sessions were well attended and focused on practical exercises to ensure as far as possible that the plans

were well on their way to being developed with the detail being added back in the office environment, trying to ensure that we met the end of September deadline.

- 3.05 The majority of the plans have now been received with the exception of some of the plans from the Community Services Directorate, however these plans are work in progress and additional support will be provided to aid completion. The Community Services Directorate has given priority to the preparation of a Pandemic Flu Plan for Social Services as required by WAG. Consistency checking is taking place on the completed plans to enable work to start on the strategic plan for the Council.
- 3.06 Copies of the individual plans are available for reference in Member Services.
- 3.07 The Business Continuity Management Strategic Plan will be reported to a future Executive meeting.

4.00 RECOMMENDATIONS

- 4.01 That Executive endorse the approach taken to improve the consistency and robustness of Business Continuity Management within Council.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Potential costs will be incurred in live testing.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 The future Strategic Plan will be reported to Audit Committee.

11.00 CONSULTATION UNDERTAKEN

11.01 Audit Committee and People and Performance Overview & Scrutiny.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Local Government (Access to Information Act 1985)

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **FLINTSHIRES DRAFT MUNICIPAL WASTE STRATEGY**

1.00 PURPOSE OF REPORT

- 1.01 To submit for consideration Flintshires Draft Municipal Waste Strategy.
- 1.02 To place out for consultation the strategy and receive feedback.
- 1.03 To update, if necessary, and report back any amendments prior to formal adoption.

2.00 BACKGROUND

- 2.01 Flintshires current waste strategy was adopted in 2005 and was developed to align itself to reflect the Welsh Assembly Governments (WAG) Waste Strategy 'Wise About Waste'. During that time the strategy has supported the delivery of a number of initiatives which are advised below. All of this activity has led to continuously increasing levels of recycling and reducing tonnages of municipal waste to landfill. During this period we have seen:-
 - The introduction of the Van Ban Scheme (Recycling Park Permit), which has prevented trade waste from entering the household waste sites.
 - Further Waste minimisation achieved through promotion of Home Composters and Awareness raising activities throughout the County.
 - Kerbside collection of organic green garden waste expanded to 82% coverage in 2008.
 - A Materials Recycling Facility (M.R.F) opened in 2006 to further sort general waste from Recycling Parks.
 - A split level Recycling Park opened in 2005 in Greenfield to enhance the current provision in the North West of the County.
 - Achievement of the Recycling Park targets, with an improvement from 40% in 2006 to 62% during 2008.
 - A dedicated Enforcement Team established to investigate illegal fly tipping incidents, duty of care issues and abandoned vehicles.
 - The purchase of a customised campaign trailer for the promotion of sustainable waste management practices to raise community awareness.
 - The introduction of measures to reduce the Council's own waste generation, and increase recycling and composting by Council employees.

Date: 10/11/2009

- The introduction of a new Areas of Search approach within the Unitary Development Plan (UDP) which provides a more positive decision making framework for the development of new waste management facilities in the County.

2.02 'Wise about Waste' soon to be replaced by WAGs new national waste strategy developed from its 'Future Directions' early consultation papers and titled 'Towards Zero Waste' sets out very challenging targets for recycling and diversion of waste from landfill. These proposed new targets are set out in Tables 1 to 3 below and are yet to be confirmed. The new WAG waste strategy was reported to Executive on the 14th July 2009.

Table 1 - Summary of 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

2.03 In addition to the above the consultation advises two new options (Table 2) relating to ecological footprint reduction, these are in addition to a 70% recycling/composting (or AD) target. There is a revised residual household waste target of 150kg per person by 2025.

Table 2 - Percentage targets to reduce the ecological footprint of waste

Year	2013	2016	2020	2025	2050
Option 1	0%	0%	1%	9%	52%
Option 1: Indicative amount of waste	Waste growth needs to be stabilised	Waste growth needs to be stabilised	20,934	198,021	1,467,259

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

Table 3 - Proposed reuse targets

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

2.04 The United Kingdom Government has made international commitments to reducing the amount of waste being landfilled. To this end the Welsh Assembly Government (WAG) has set in place targets for all Local Authorities (LA's) which if not met can result in WAG fining individual LA's £200 per tonne of waste landfilled above their defined volume allowances.

2.05 The maximum amount of Biodegradable Municipal Waste that can be landfilled by Flintshire County Council in any given year is shown in Table 4) below, these figures have been taken from published guidance within the WAG's Landfill Allowance Scheme (LAS).

Table 4 - Landfill Allowance Scheme (LAS) for Flintshire

Fiscal Year	BMW Landfill Allowance	Fiscal Year	BMW Landfill Allowance
2004/05	27,953 (6 months)	2012/13	24,851
2005/06	52,021	2013/14	23,793
2006/07	48,136	2014/15	22,736
2007/	44,252	2015/16	21,678

08			
2008/09	40,367	2016/17	20,621
2009/10	36,482	2017/18	19,563
2010/11	33,311	2018/19	18,503
2011/12	29,081	2019/20	17,448

2.06 As can be seen (Table 4) the volume of waste which can be disposed of to landfill decreases each year. If Flintshire County Council sends more waste to landfill than the scheme allows then the Welsh Assembly Government (WAG) will have the right to impose fines at levels detailed in 2.04. This means that even a relatively minor infraction of 1,000 tonnes roughly equivalent to 1% of the Councils current Municipal Waste Arising could result in a financial penalty of £200,000 for that year alone.

2.07 As well as the ongoing work detailed in 2.01 other more recent activity has been progressing which will contribute towards the Council achieving the new targets and in doing so avoid infraction penalties flowing from non compliance with the Landfill Allowance Scheme (currently £200/tonne). This activity comprises:

- Continuing to increase recycle collection via existing kerbside services
- New cardboard collection scheme
- Partnership work which continues on two fronts through the North Wales Waste Treatment Project and also the Regional Food Waste Collection Project.
- Increasing levels of participation and awareness of the environmental impacts of continuing to send waste to landfill.

2.08 Whilst all of the early activity has ensured that our performance has been consistent, we have now reached a new phase which will involve significant challenges; these challenges flow from the new National Strategy. In considering the National Strategy and how to address the challenges we have considered where we are now and where we need to be to comply with the strategy and more fundamentally with the demands of LAS. As such our routemap for achieving further step change will be through our new Municipal Waste Management Strategy.

3.00 CONSIDERATIONS

- 3.01 In developing the strategy it has been necessary to draw specific attention to the very real risk of infraction penalties. This is, however, linked to the wider environmental imperatives such as global warming and ozone depletion; gases from methane generated in landfill sites being 23 times more ozone depleting than carbon dioxide.
- 3.02 The strategy (see appendix 1) is essentially split into two main areas which are detailed below:

The Strategy

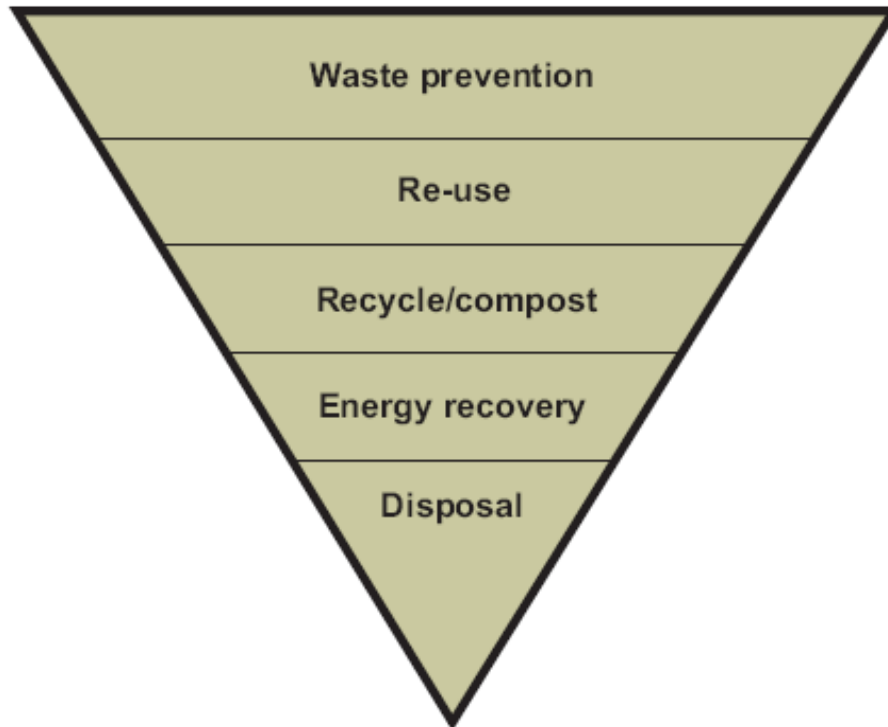
- Foreword by the Executive Member for Waste Strategy and Management
- Purpose and Introduction - reason and background to the strategy
- Flintshires Commitments - focus on Landfill Allowance Scheme (LAS) and WAG targets
- Flintshire Profile
- Flintshire Collection Service - details about the current service
- Achievements and Performance
- Effecting Change - How we may effect change to support delivery of the targets and at the same time deliver a more positive ecological contribution.
- Delivering and Reviewing the Strategy

The supporting Appendices

- Recycling and Composting Targets in Detail - Information on the proposed new WAG targets
- Municipal Waste Collection Services - Details of current service provision
- Private Recycling Operators - Those who support and assist Flintshire in dealing with its recyclates
- Waste Compositional Analysis - composition of waste within our municipal waste stream
- Detailed Waste Figures
- Details of Waste Management Strategy Schemes
- Raising Public Awareness and Increasing Participation

The overall intention is, that through various activities we work through the waste hierarchy. Where waste prevention is the most acceptable and sustainable and the one which should be targeted the most through to disposal at the bottom, which should be utilised as little as possible due to its negative environmental impacts (see below).

Waste Hierarchy



- 3.03 The proposed draft municipal waste strategy relies heavily on the continuing participation of Flintshire citizens to ensure that recycling levels remain high, and new initiatives such as food waste collection are embraced and new services developed.
- 3.04 It is our intention to keep the strategy relevant and up to date and one which reflects emerging and developing waste industry initiatives and wider interrelated policies, Plans and strategies of the County Council. Hence the strategy will be reviewed every year and modified to reflect action necessary to address areas where we may not be performing to plan, or areas which could be improved further through the intervention of new processes or technological solutions.
- 3.05 As part of the development of the strategy we have worked with a cross party team of Members with officers supporting. In addition details of the emerging targets relating to the proposed new national strategy have been advised to Executive as advised at 2.02.
- 3.06 We intend to consult widely on the strategy through various mechanisms:
- Submit the document to Environment and Regeneration Overview and Scrutiny Committee
 - Place the document on the consultation area of the Council Web site
 - Meet with Town and Community Councils
 - Promote through the publicity trailer

Once undertaken we propose to bring back a further report to Executive as advised at 4.01.2.

4.00 RECOMMENDATIONS

4.01 That Members:

4.01.1 Approve the revised Municipal Waste Management Strategy for consultation.

4.01.2 Receive a further report following consultation noting areas of amendment, if applicable, in preparation for formal adoption.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a direct result of this report, however, activities within the strategy which are developed will have positive financial and environmental impacts and reports will be submitted to Members as such activities are developed.

6.00 ANTI POVERTY IMPACT

6.01 Some of the activities within the Strategy such as furniture recycling schemes support socially disadvantaged and marginalised groups, creating opportunities which support them in a workplace environment.

7.00 ENVIRONMENTAL IMPACT

7.01 Positive in that activities which prevent landfilling and hence the negative impacts of greenhouse gasses reduce the impact upon the environment.

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 Members, and the wider population of Flintshire.

11.00 CONSULTATION UNDERTAKEN

11.01 Members through the Waste Strategy working group.

12.00 APPENDICES

12.01 Flintshires Residual Waste Strategy

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

Towards Zero Waste - Waste Strategy for Wales

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E-Mail: neal_cockerton@flintshire.gov.uk

Flintshire County Council
Waste Management Strategy
2009–2025

October 2009

DRAFT

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List of Acronyms

AD	Anaerobic Digestion
BMW	Biodegradable Municipal Waste
FCC	Flintshire County Council
FWMS	Flintshire Waste Management Strategy
LA	Local Authority
LAS	Landfill Allowance Scheme
LDP	Local Development Plan
NWRWP	North Wales Regional Waste Plan
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NWRWTP	North Wales Residual Waste Treatment Partnership
UDP	Unitary Development Plan
WAG	Welsh Assembly Government
WMF	Waste Management Facility

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Foreword

Before accepting the portfolio for Waste Management my only involvement with waste collection and recycling was to put out the black bags once a week and the recycling once a fortnight. What happened after that never entered my mind!

Eighteen months later and a crash course in EU directives, Assembly legislation, fining procedures, recycling companies and collection patterns I am better prepared to write a forward to Flintshire's updated Waste Strategy.

Rather than go out to consultants, we have used the talents within the council to gather the information we needed to be able to plan for the future management of waste in Flintshire and throughout North Wales.

It has been a pleasure to work closely with officers who have used their expert knowledge to inform the process.

We are guided ultimately by directives from the European Union which filters down to Flintshire via Westminster and the Welsh Assembly Governments. If we do not achieve the goals set by such higher authorities we shall be liable for huge fines during the next decade.

We can avoid these fines by:

- preventing waste
- reuse
- recycling
- recovering
- careful disposal of what's left

The management of municipal waste is one of the most challenging environmental issues facing Wales. It is an issue which affects everyone across the planet - I recently met a councillor from the Philippines and their challenges are exactly the same as ours!

We are committed to minimizing our reliance on landfill through reducing the production of waste. In order to do this, we, as an authority will:

- communicate with residents
- ensure value for money
- work in partnership

Since the last edition of the Waste Strategy, Flintshire has increased its recycling performance year on year with residents embracing the kerbside recycling programme. We have achieved the targets set for us so far AND reduced the amount of residual waste going to landfill.

BUT WE MUST DO BETTER

The strategies and targets outlined in this document will help us to address our use of goods, our disposal of those goods and our shopping patterns. All these are matters which ultimately affect the production of waste and its treatment.

Our motto is:

WASTE IS A RESOURCE

We are a small county and in order to achieve economies of scale we are working closely with Conwy and Denbighshire to set up a facility to treat food waste.

We are also working with Ynys Mon, Gwynedd, Conwy and Denbighshire to put together a case for procuring a technological solution for the treatment of residual waste.

This may take between 5 and 7 years to deliver.

In the meantime this strategy, plus Flintshire's resident's cooperation will take us forwards towards our ultimate goal of 150kg of residual waste per person per year

Together we can achieve this



Cllr Nancy Matthews
Executive Member for Waste

1.0 Purpose and Introduction

- 1.1 The Flintshire Waste Management Strategy (FWMS) outlines how Flintshire will manage the collection, treatment and disposal of Municipal Waste collected by Flintshire County Council over the period 2009-2025. A key aim of the Strategy is to improve our environmental performance and to reduce our ecological footprint whilst maximising the use of waste;
- 1.2 Flintshire County Council is committed to a future where waste is seen and utilised as a valuable resource.
- 1.3 The management of Municipal Waste is one of the most important and challenging environmental issues facing all Local Authorities in Wales and one of the main challenges is how to reduce the amount of waste currently being landfilled. To successfully reduce landfilled waste it is necessary for the Council to engage with the public to minimise the creation of waste and to increase the reuse and recycling of waste as well as consider the use of new and up-and-coming technologies which could offer future waste management solutions. Almost everything we do creates waste and as a society we are currently producing more waste than ever before. So as consumers and producers of waste, we are central to the concept of sustainability and to meeting the target of 150kg per person, per year by 2024/25 as set out in Towards Zero Waste, the National Waste Strategy for Wales, 2009/50.
- 1.4 A key part of this approach is how we can utilise our resources more effectively, and how we can make the most of our "waste" rather than simply throwing it away. This would help safeguard existing resources and ensure their availability for future generations.
- 1.5 At the core of this document are the national commitments Flintshire must meet. Failure to meet national targets can result in significant financial penalties being levied against Flintshire County Council which ultimately would have to be paid by the public. The potential for financial penalty should Flintshire County Council fail to meet national targets is real and would dramatically affect Flintshire County Council's ability to maintain standards of public service delivery.
- 1.6 Given that this document seeks to plan for waste management over the period 2009-2025 and given the various commitments that Flintshire County Council will have to fulfil over that period there is a need for annual review of this Strategy. The opportunity for regular review will allow the Council to continuously monitor and review its approach, provide regular public reports and will allow the Council to take early remedial action in the event of possible fines.
- 1.7 In reading this Strategy document please note that there is a separate Technical Appendices document which contains further supporting data

2.0 Flintshire's Commitments

- 2.1 The United Kingdom Government has made international commitments to reducing the amount of waste being landfilled. To this end the Welsh Assembly Government (WAG) has set in place targets for all Local Authorities (LA's) which if not met can result in WAG **fining individual LA's £200 per tonne of waste** landfilled above set volume allowances.
- 2.2 The maximum amount of Biodegradable Municipal Waste that can be landfilled by Flintshire County Council in any given year is shown in Figure 1 below; these figures have been taken from published guidance within the WAG's Landfill Allowance Scheme (LAS).

FIGURE 1: LANDFILL ALLOWANCE SCHEME FOR FLINTSHIRE

Fiscal Year	BMW Landfill Allowance	Fiscal Year	BMW Landfill Allowance
2004/05	27,953 (6 months)	2012/13	24,851
2005/06	52,021	2013/14	23,793
2006/07	48,136	2014/15	22,736
2007/08	44,252	2015/16	21,678
2008/09	40,367	2016/17	20,621
2009/10	36,482	2017/18	19,563
2010/11	33,311	2018/19	18,503
2011/12	29,081	2019/20	17,448

- 2.3 As can be seen in Figure 1 above the volume of waste which can be disposed of to landfill decreases each year. If Flintshire County Council sends more waste to landfill than the scheme allows then the Welsh Assembly Government (WAG) will have the right to impose fines at a rate of £200 per tonne of waste above the annual allowance. This means that even a relatively minor infraction of 1,000 tonnes roughly equivalent to 1% of current Municipal Waste Arisings could result in a financial penalty of £200,000 for that year alone.
- 2.4 The Landfill Allowance Scheme (LAS) is supplemented with a number of associated targets developed by WAG which seek to ensure that LA's utilise waste as a valuable finite resource. These targets are shown in Table 2 below.

FIGURE 2: WELSH ASSEMBLY GOVERNMENT WASTE TARGETS

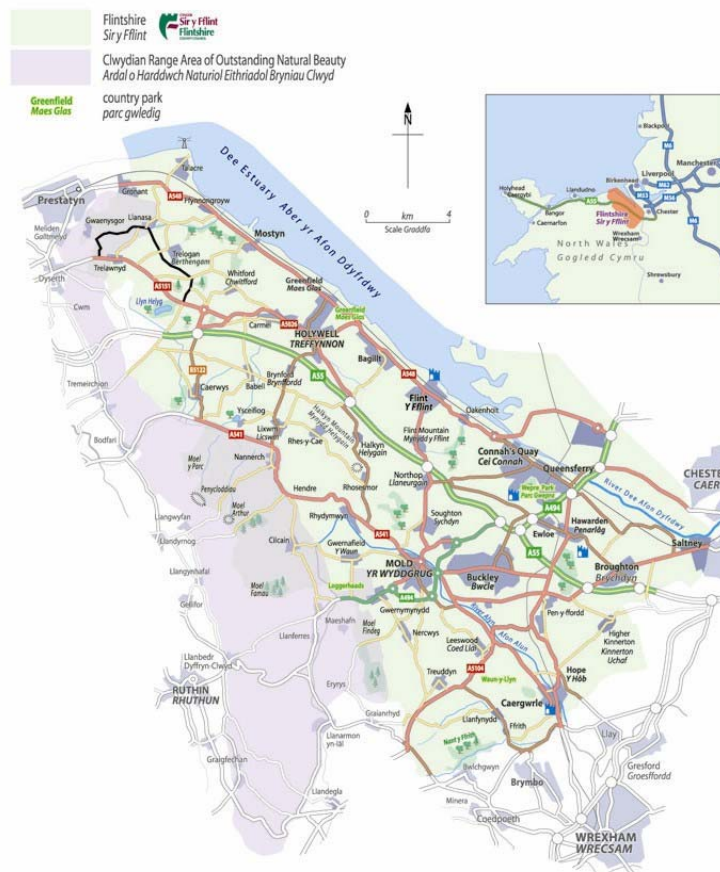
TARGET FOR EACH INDIVIDUAL LOCAL AUTHORITY:	2009-2010	2012-2013	2015-2016	2019-2020	2024-2025
Minimum levels of reuse and recycling / AD (or composting) for municipal waste	40%	52%	58%	64%	70%
Minimum levels of AD (or composting if currently committed to this technology) of source separated food waste from kitchens as part of the combined recycling/ composting target for municipal waste above.	-	12% *	14%	16%	16%
Maximum level of energy from waste (net) for municipal waste	-	-	42%	36%	30%
Maximum level of landfill for municipal waste	-	-	-	10%	5%
Maximum level of residual household waste per inhabitant per annum	-	295kg	258kg	210kg	150kg

* This is a statutory target which has been set by National Government.

- 2.5 As seen in Technical Appendix 1 together with Figure 2 above there is a need to meet a 40% recycling/composting target in the financial year April 2009 – April 2010. Also by the year 2012-2013 there is the need to increase recycling to 52% which includes a new 12% target of separate treatment for kitchen waste. Plans have yet to be implemented for the roll out of separate collection services for food waste in Flintshire however such plans do exist and are detailed later in this Strategy.
- 2.6 Over the longer term it is apparent from the table above that the maximum allowance per person per year decreases significantly from 295kg in 2012/13 to 150 kg in 2024/25. To meet these longer term targets this Strategy identifies a number of longer term solutions which Flintshire County Council will pursue with its regional and national partners.

3.0 Flintshire Profile

- 3.1 Flintshire occupies a unique border location in the North East corner of Wales, with Denbighshire to the West, and Wrexham to the South. To the East of Flintshire lies England and the newly created County of Cheshire West and Chester together with the North West of England Region. Whilst Flintshire is firmly within Wales this Strategy recognises that there are important economic and social ties to the NW of England that have significant bearing on current waste generation and waste management options.
- 3.2 Within Flintshire the major areas of population are in the east and centre of the County consisting of Buckley, Ewloe, Flint and the Deeside area which account for 43% of the population of the County. It is within this area that regionally and internationally important manufacturing industries are located for example Toyota at Deeside Industrial Park and British Aerospace at Broughton. To the west Mold and Holywell account for a further 13% of the population. The remainder of the county is predominantly rural with a focus on agricultural activities, primarily cattle, sheep and dairy farming.
- 3.2 The main transportation route is the A55 which bisects the County east to west and is the main road link between North Wales and England. It serves as the gateway to North Wales, and performs a central role in the operation of the sub-region.



- 3.3 The County of Flintshire is some 43,464 hectares in area and contains some 150,077 people who form 65,842 households. Flintshire Households together generate on average 96,000 tonnes of Municipal Waste every year. It should be noted that Municipal Waste volumes are not representative of all waste produced in the County and broadly speaking form 20% of all wastes produced in Flintshire. However this Strategy and the targets herein are only concerned with Municipal wastes, the North Wales Regional Waste Plan (NWRWP) considers all waste generation and this Strategy has been produced having regard to the NWRWP and its recommendations.

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4.0 Flintshire Collection Service

- 4.1 Flintshire County Council operates the municipal waste collection service for the 65,842 households in Flintshire. A summary of this service is provided in Figure 3 below, further details of the services provided are available in Appendix 2 in the associated Technical Appendices document.

FIGURE 3: THE MUNICIPAL WASTE COLLECTION SERVICE

Waste Stream	Collection Details		
	Scheme Coverage	Frequency	Containers
Residual Waste Black Sack	99%	Weekly	Rolls of 52 Plastic Sacks delivery twice a year – March and September
Wheelie Bins	1%	Weekly	High rise and multiple occupancy residences.
Dry Recyclables Blue Box	97%	Fortnightly	55 Litre Box (reusable polypropylene sacks)
Blue Bag	97%	Fortnightly	Reusable Bag
Organic Collection Brown Bin	82%	Fortnightly (Monthly during Dec and Jan)	140 Litres Wheelie Bins

- 4.2 As a Unitary Authority, Flintshire County Council is responsible for the collection and disposal of all municipal solid waste arising in the County. As a result, Flintshire County Council currently own and operates a number of facilities to deal with the County's waste. This section summarises current waste management infrastructure.
- 4.3 The County's Environmental Services Department is responsible for a number of waste management operations including; collection and disposal of Municipal Solid Waste (MSW), the operation of 26 'bring' sites, 8 Recycling Parks, a Materials Recovery Facility (MRF), transfer site, open windrow composting facility at Greenfield and a facility in Flint for baling and bulking recyclables ready for onward transportation and re-processing. Figure 4 below summarises Flintshire County Council's existing waste infrastructure.

FIGURE 4: FLINTSHIRE COUNTY COUNCIL WASTE INFRASTRUCTURE

Element of Infrastructure	Detail	
Waste Collection Vehicles		
Refuse Collection	Number of vehicles	14 Black Sack 1 Trade 1 Clinical
Skip Movement	Number of vehicles	2 Skip Vehicles
Fly tip Collection	Number of vehicles	1 Hiab Flat Bed
Clinical Waste Collection	Number of vehicles	1 Specialised Vehicle
Dog Bin Collection	Number of vehicles	1 Specialised Vehicle
Dry Recyclables	Number of vehicles	8 Blue Box 3 Blue Bag 1 Multi Material Vehicle 1 Hook Lift Skip Vehicle

Element of Infrastructure	Detail	
		2 Fork Lift Trucks
Organic Collection	Number of vehicles	5 Brown Bin
Materials Recovery Facility (MRF)	Number	1
	Location	Spencer's Industrial Estate, Buckley
Transfer Pad – Bulking Residual Waste	Location	Brookhill Landfill Site
Recycling Bulking and Baling Facility	Number	1
	Location	Unit 5&6 Castle Park Industrial Estate, Flint
Recycling Parks	Number	8
	Locations	Buckley, Connah's Quay, Flint, Greenfield, Hope, Mold, Queensferry, Saltney
Bring Sites	Number	26
	Location	Countywide
Windrow Compost Facility	Number	1
	Location	Greenfield Business Park
Landfill site	Current Provision	0 in Flintshire
	Maintenance	2 former sites
Food Waste Treatment	Number/ Type	None at present
Residual Waste Treatment	Number /Type	None at present

- 4.4 In addition to Flintshire County Council Services the Council operates contracts for various bring sites eg bottle banks, the wastes generated from these sites are transported to various private facilities both inside and outside of Flintshire. Flintshire County Council is conscious of the need for wastes to be dealt with as close to source of generation as possible and is committed to regularly reviewing contracts to ensure they are the best deal for Flintshire financially as well as being an appropriate practical environmental option. Figure 5 below summarises the current situation regarding the movement of waste volumes out of the County.

FIGURE 5: TRANSPORTATION OF 'BRING SITES' WASTE IN METRIC TONNES OUT OF THE COUNTY 2008/09

Material	0-10 Miles	11-20 Miles	21-30 Miles	31-40 Miles	50 + Miles
Glass		3997.032 T			
Paper & Card	5755.17 T				
Cans (Alu)			94.169 T		
Cans (Steel)					383.523 T
Garden Waste	9079.830 T				
Plastic Bottles		103.410 T		294.697 T	294.697 T

- 4.5 Figure 5 and Appendix 3 clearly indicate that the vast majority of 'bring site' waste is being dealt with close to Flintshire with only a small proportion of waste being transported outside a 21 miles radius from the Flintshire Authority boundary. This situation crudely indicates that there is the potential to reduce the environmental impact of waste being transported outside of the County and that the provision of new

Waste Management Facilities (WMF's) within Flintshire could be beneficial. This matter will continue to be reviewed and monitored with our regional partners.

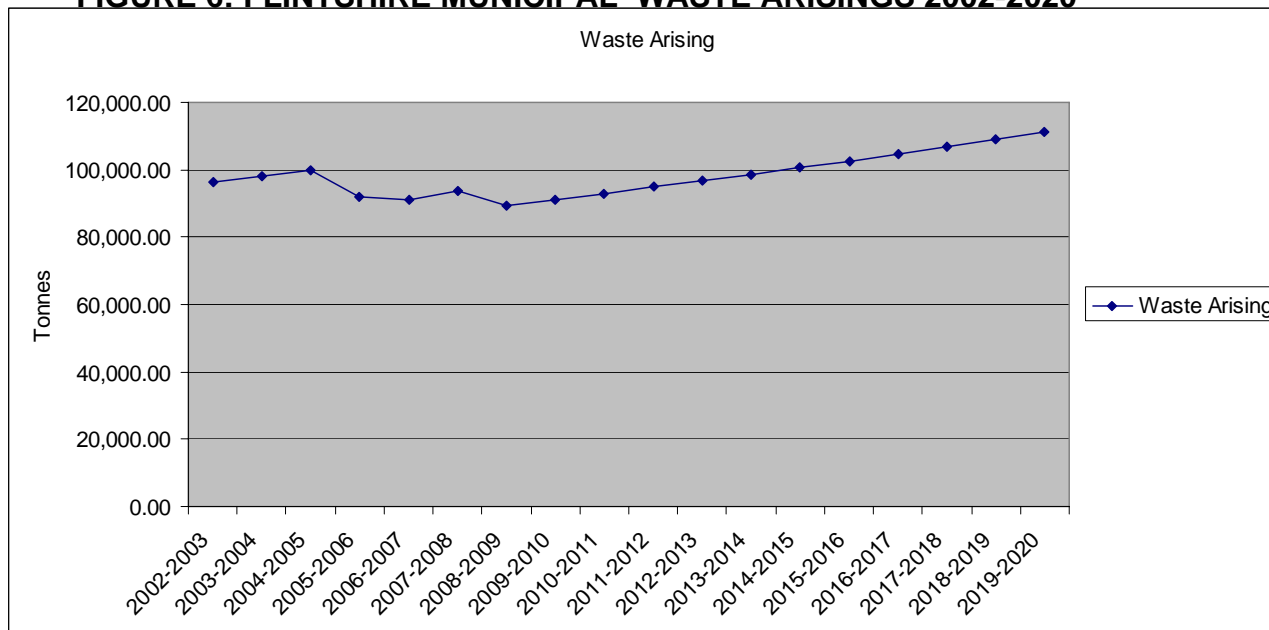
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5.0 Achievements and Performance

- 5.1 Since the publication of the 2005 Flintshire Waste Management Strategy the following notable achievements have been made in Flintshire and the North Wales Region:
- Introduction of the Van Ban Scheme (Recycling Park Permit), which has prevented trade waste from entering the household waste sites.
 - Further Waste minimisation has been achieved through promotion of Home Composters and Awareness raising activities throughout the County.
 - Kerbside collection of organic green garden waste has been expanded to 82% coverage in 2008.
 - A Materials Recycling Facility (M.R.F) opened in 2006 to further sort general waste from Recycling Parks.
 - A split level Recycling Park was opened in 2005 in Greenfield to enhance the current provision in the North West of the County.
 - Achievement of the Recycling Park targets, with an improvement from 40% in 2006 to 62% during 2008.
 - Dedicated Enforcement Team established to investigate illegal fly tipping incidents, duty of care issues and abandoned vehicles.
 - Purchase of a customised campaign trailer for the promotion of sustainable waste management practices to raise community awareness.
 - The introduction of measures to reduce the Council's own waste generation, and increase recycling and composting by Council employees.
 - The introduction of a new Areas of Search approach within the Unitary Development Plan (UDP) which provides a more positive decision making framework for the development of new waste management facilities in the County.
 - The 1st review of the Regional Waste Plan has been completed (2008).
 - The appointment of a Regional Project Director to progress the North Wales Regional Waste Project.
- 5.2 Flintshire County Council has implemented a range of key changes to its waste services and is aware of the strategic challenges it faces in reducing the volume of landfilled waste. For example analysis of waste arisings indicates that there are key opportunities to divert key waste streams such as kitchen wastes away from landfill. The summarised key findings of the national Waste Composition Analysis study undertaken by Eunomia can be viewed in Technical Appendices 4.
- 5.3 Figure 6 below illustrates the actual Flintshire municipal waste arisings up to 2008/09 and then projects these arisings on the basis of a notional growth in waste arisings equivalent to 1% each year. These projections of waste generation increase will be reviewed annually to

ensure projections are accurate and reflective of identified trends from up to date data.

FIGURE 6: FLINTSHIRE MUNICIPAL WASTE ARISING 2002-2020



5.3 The municipal waste arisings shown in the above table represent the total amount of waste collected. The actual amount of waste sent to landfill is significantly smaller and is affected to a large degree by the amount of waste generated which tends to vary significantly from year to year and the amount of waste that can be diverted from landfill through recycling and composting. Figure 7 below illustrates that FCC has performed well against the Welsh average.

FIGURE 7: FLINTSHIRE MUNICIPAL RECYCLING/COMPOSTING RATES

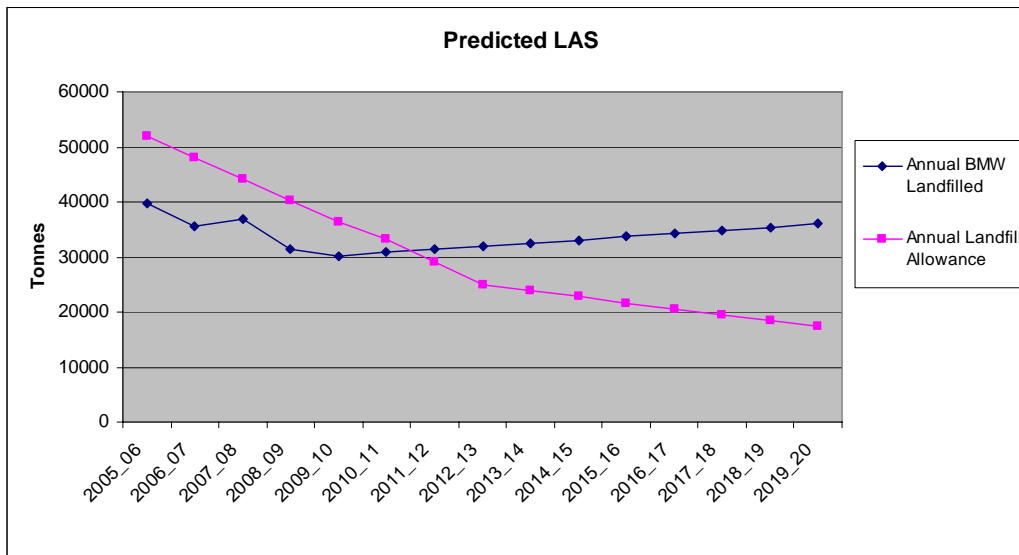
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Flintshire	8.5%	18.4%	22.3%	21.6%	32.1%	28%	36.9%
Wales Average	8.4%	12.5%	17.7%	21.7%	25.5%	29.9%	33.6%

Source: WAG Municipal Waste Management Report for Wales, 2007-2008 (2008)

5.4 Focusing only on that waste which has been sent to landfill since 2002 (See Technical Appendix 5) and the volumes of waste arisings which are projected up until 2020 in Figure 6 and using the data contained in Figure 1, it is possible to predict when FCC will become subject of financial penalties under the Landfill Allowance Scheme. Figure 8 below illustrates that barring other factors it is theoretically possible that unless significant progress is made to reduce landfilled waste then the County Council will be the subject to financial penalties following the financial year April 2011 to April 2012. It is important to note that these financial penalties are cumulative and would be incurred each year that

FCC landfilled more waste than the allowance permitted within the LAS scheme.

FIGURE 8: PROJECTED LANDFILLED WASTE AND THE LANDFILL ALLOWANCE SCHEME

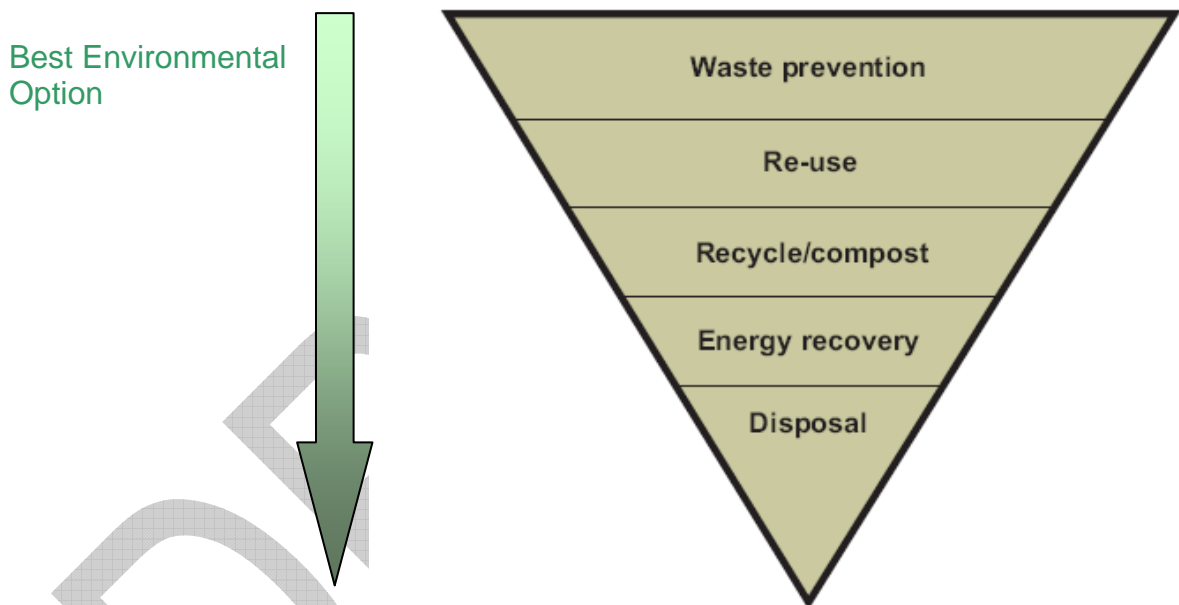


5.5 Already within this Strategy it has been stated that for every tonne of waste disposed to landfill above the LAS allowance, FCC would be subject of a £200 fine on top of normal disposal costs. Figure 8 indicates a theoretical potential in 2012/13 for some 5,000 tonnes more Biodegradable Municipal Waste being landfilled then the LAS scheme would allow for. It is important to note that an infraction of some 5,000 tonnes in 2012/13 could lead to a fine of £1,000,000. This situation would if ever came to pass be unacceptable for the taxpayers of Flintshire and should be avoided through the implementation of a range of schemes and measures contained within this Strategy.

6.0 Effecting Change

- 6.1 In effecting positive and beneficial changes which will help this Authority to avoid financial penalties it is necessary to consider how Flintshire County Council should be prioritising its efforts. In this regard it is important to consider the diagram below which illustrates that the best environmental option is to prevent the generation of waste before considering how waste can be reused, recycled/composted, utilised and disposed of. However whilst waste prevention will be the main focus for the Authority it is accepted that “Zero Waste” generation is not a realistic target for this Strategy document and the need for waste disposal sites will continue to be required for the foreseeable future.

FIGURE 9: THE WASTE HIERARCHY - This is a guide which attempts to illustrate how we should be prioritising our waste management efforts:



- 6.2 In considering the Waste Hierarchy it is critical that this Strategy recognise the importance of informing the community and proactively engaging the community to raise the level of understanding surrounding waste management. Our key aim is to encourage a change in behaviour by Flintshire householders to reduce waste generation and increase recycling and composting. At present Flintshire County Council does operate a number of different kerbside collection services but there is potential to significantly increase community participation in these schemes. By undertaking awareness raising campaigns the Council would seek to increase public participation and reduce the volume of waste being landfilled.
- 6.3 The Council proposes within this Strategy a number of different schemes to minimise waste generation and to divert that waste that is generated away from landfill. The schemes identified can be broadly categorised in the same way as the Waste Hierarchy above and are

discussed in the following sections entitled “Reduce/Reuse”, “Recycle”, “Recover”, and “Dispose”. Technical Appendix 6 includes significantly greater detail regarding how FCC will develop schemes, and its partner organisations. In Technical Appendix 7 can be found FCC’s approach to increasing public participation.

REDUCE/REUSE

- 6.4 Minimising waste is the first priority of the waste hierarchy and its also an area where the entire community can work to make a difference. The Local Authority will work with key regional and national partners (such as Waste Awareness Wales) to raise awareness of how individuals, communities and businesses can make a positive difference. Schemes include promoting the purchase and use of Home Composters; reducing junk mail; reducing unnecessary packaging of goods; and encouraging people to purchase reusable products and avoid the use of disposable bags.
- 6.5 In promoting the minimisation of waste generation the Council has taken steps to lead the way and set an appropriate example for all to follow. The council is committed to reducing the amount of waste it generates and will focus on green procurement which includes assessing the product lifecycle and purchasing products made from recycled materials.
- 6.6 A summary of the actions proposed by the Council to reduce waste generation is contained in Figure 10.

RECYCLE

- 6.7 Recycling is the reprocessing of wastes, either into the same product or a different one. Recycling reduces the demand for raw materials, reducing the environmental impact of extraction and transportation. Recycling uses less energy than producing goods from virgin materials and also results in fewer emissions. Burning fossil fuels for energy produces carbon dioxide, a green house gas which contributes to global warming, so using less energy is essential in achieving a reduction in our Carbon and Ecological footprint.
- 6.8 Examining household waste composition (See Technical Appendix 4) potentially 30% of municipal waste can be recycled. An additional 30% of vegetable peelings and other organic waste can also be composted. In theory therefore 60% of our waste can be diverted from landfill, however in 2008/09 Flintshire only recycled and composted 37% of municipal wastes. Analysis of Kerbside collection data indicates that there exists significant potential to increase public participation in recycling and composting. The Council will consider how best to engage with the public to increase participation in kerbside schemes and other schemes including community ‘bring sites’. In the meantime the Council will continue to set the standard by reducing the wastes it generates, and recycling / composting wherever possible, those wastes that are generated.

- 6.9 The WAG 2012/13 food waste recycling target of 12% (see Table 2) requires that Flintshire County Council introduces a new food waste collection service and makes provision for the separate treatment of this waste. In 2008/09 Flintshire, along with other Local Authorities in Wales, took advantage of available Regional Capital Access Fund (RCAF) of £605,066 to procure 65,000; 7 Litre and 25 Litre kitchen caddies and compostable sacks. Flintshire is also working regionally with Conwy and Denbighshire to develop an Anaerobic Digestion Facility where food waste can be treated to generate a marketable compost and biofuel. The projected commission date for this facility is April 2012.
- 6.10 Flintshire County Council is also continuously reviewing and improving its public services including the creation of a fly tipping and abandoned vehicles enforcement team and increasing efficiency at the County's 8 recycling parks.
- 6.11 Future key options for consideration by the Council will include:
- **Kerbside sort verses co-mingled collections**
To maximise recycling opportunities, and increase participation rates, the way in which we collect our recyclables will need to be reviewed. Authorities who have introduced co-mingled collection of recyclables have seen a significant increase in participation. Another alternative is to continue with kerbside sort and increase the frequency of recycling collections from fortnightly to weekly. Changes like these will ensure that recycling becomes standard practice and take precedence over residual waste collection.
 - **Managed Weekly Collections**
If weekly food waste collections are introduced, the amount of waste in the residual black sack will be minimised, therefore a reconsideration of the collection patterns would ensure best value and provide a sustainable solution. One possibility would be for residual waste collections to be collected one week, followed by the green waste brown bin on the same day on the following week. This is essential to meet recycling targets and help Flintshire County Council avoid LAS penalties as set out in section 2.3 Other LA's that have introduced this have seen a 10% increase in their recycling performance.
 - **Weigh residual waste**
The Welsh Assembly Government is committed to reducing household waste this includes waste generation targets per individual per year (for example 295kg in 2012/13 decreasing to 150kg by 2024/25). To meet the targets it will be a matter for future consideration as to whether a scheme of Direct and Variable Charging / Pay as You Throw (PAYT) be introduced at a National or Local level.
- 6.12 A summary of the actions proposed by the Council to recycle/compost waste is contained in Figure 10.

RECOVER

- 6.13 Municipal waste that cannot be reused or recycled should not be disposed of to landfill if the wastes can be utilised for other positive and beneficial uses. Examples of where waste value is recovered are the use of landfill gas at existing landfill sites in the County and the Material Recovery Facility in Buckley. However, the best example of recovery of waste value is the proposed Anaerobic Digestion Facility in North Wales which will treat food wastes and generate compost and biogas both of which are marketable products. Efforts to recover value from waste will reduce landfilled waste volumes; help Flintshire meet its targets and avoid financial penalties; and improve Flintshire's overall environmental performance.
- 6.14 Given the various technologies that could be utilised to recover value from waste, it is widely accepted across North Wales that there is a need for Local Authorities to work in partnership. Flintshire County Council is the Lead Authority on the North Wales Residual Waste Treatment Partnership (NWRWTP) tasked with the procurement of a residual waste technology for North Wales. The partnership includes: Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council and Isle of Anglesey County Council. The Partnership is considering a range of technologies for the treatment of residual wastes examples of which are as follows:
- ◆ Mechanical Biological Treatment (MBT)
 - ◆ Mechanical Heat Treatment (MHT)
 - ◆ Waste to Energy (W2E)
 - ◆ Combined Heat and Power (CHP)
 - ◆ Advanced Thermal Treatment (ATT)
- 6.15 A summary of the actions proposed by the Council to recover value from waste is contained in Figure 10.

DISPOSE

- 6.16 One of the main objectives of this strategy is to prevent waste going to landfill. The disposal of waste to landfill is the last option in the Waste Hierarchy; it is also the option which if most frequently resorted to will result in Flintshire failing to meet targets as set in the Landfill Allowance Scheme. It is therefore important that Flintshire continuously seeks to decrease the volume of waste being landfilled by every means available.
- 6.17 Flintshire County Council has until recently disposed of its waste to Brookhill Landfill site, however this closed in December 2007 leaving no alternative facilities in Flintshire. Flintshire's residual municipal wastes are currently bulked up using a transfer pad at Brookhill to

minimise the amount of vehicle movements required and are being transported out of the county by road to a landfill site in Wrexham.

- 6.18 Whilst it is a key objective of this Strategy to reduce landfilled municipal wastes it is clear from current performance that landfill facilities are still required and will be required for the foreseeable lifetime of the Strategy. Flintshire County Council will continue to review landfill opportunities within Flintshire taking into consideration both the financial and environmental costs of transporting waste out of the County. In the meantime Flintshire County Council will continue to work closely with its regional partners through groups such as the North Wales Residual Waste Treatment Partnership to develop a regional network of waste management facilities which will increase the proportion of waste recycled and composted; and increase recovery value from waste resources.
- 6.19 A summary of the actions proposed by the Council to dispose of residual wastes is contained in Figure 10 below.

FIGURE 10: SUMMARY OF STRATEGY ACTIONS

Objective	Initiative	Impact	Target
Reduce/ Reuse: How can we minimise the amount of municipal waste created in Flintshire?	Home Composters - promotions - competitions - advertising	Low Impact	Short Term (2009-2011)
	Door knocking awareness raising -how to reduce, reuse, recycle, compost waste at home - publicity of local services	Low Impact	Short Term (2009-2011)
	Reuse and Repair schemes.	Medium Impact	Short Term (2009-2011)
	Real nappies - promote the use of reusable nappies (midwives, clinics etc) -Voucher incentive scheme (financial help)	Low Impact	Medium Term (2009-2015)
	Green Cones - as Home Composters	Low Impact	Medium Term (2009-2015)
	Procurement - aim is to reduce Council own waste - work with Information Communication Technology department (ICT) to provide information on how to print both sides etc -buy recycled materials / from sustainable sources - set the standard internally	Low Impact	Medium Term (2009-2015)
	Working with producers/manufactures - to promote sustainable waste management practices - promote duty of care - Work with WAG /WLGA/ Envirowise	Low Impact	Long Term (2009-2020)
Recycle: How can we maximise recycling opportunities in Flintshire?	Cardboard kerbside - Full roll out	High Impact	Short Term (2009-2011)
	Internal and Public Sector Recycling Service	Low Impact	Short Term (2009-2011)
	Participation rates - Minimum target set at 55% by 2009/10	High Impact	Short Term (2009-2011)
	Door knocking campaigns to breakdown barriers	High Impact	Short Term (2009-2011)
	Improvements to Bring and Recycling Parks	High	Medium Term

Objective	Initiative	Impact	Target
Recycle Cont..	- Provision of bring sites reviewed - Community adoption of facilities - Meet and Greet at larger sites	Impact	(2009-2015)
	Food waste collections - Weekly collections	High Impact	Short/ Medium Term (2009-2015)
	Weekly Recycling - Blue Bag - Paper and Card - Blue Box – Glass bottles/jars, Cans/tins and Plastics bottles	High Impact	Medium Term (2009-2015)
	Managed Weekly Collections (Green and Residual) - Only with weekly Food Collections - Average uplift following introduction in Recycling Rate is 10%	High Impact	Medium Term (2009-2015)
	Keep services simple, efficient and provide a reliable collection service. -Same day collections -Provide best value	Medium / Low Impact	Medium/Long Term (2009-2020)
	Develop local market opportunities for other materials	Low Impact	Long Term (2009-2020)
	Enforcement - Fly-tipping - Abandon Vehicles	Low Impact	Long Term (2009-2020)
	Weigh residual waste - If WAG makes this statutory- research need for PAYT (Pay As You Throw) scheme -Trade waste -Links to waste minimisation target set by WAG	Medium Impact	Long Term (2009-2020)
Recover: How can we maximise recovery and energy opportunities in all waste streams and reduce our carbon footprint?	Anaerobic Digestion Plant for Food waste treatment * Digestate – can be used as a biofertiliser * Biogas (mostly carbon dioxide and methane) can be sold as a bio fuel or combusted to generate electricity which is eligible for ROCs (Renewable Obligation Certificates) a financial incentive.	High Impact	Short/Medium Term (2009-2015)
	Material Recovery Facility - Maximise recovery of any material which can be reused, recycled or composted. - General waste skips from the Recycling Parks are currently sorted to recover any potential materials opportunities.	High Impact	Short/Medium Term (2009-2015)
	Residual Waste Treatment (NWRWTP) - maximise recovery of resources from the waste stream - Generate alternative/sustainable energy source	High Impact	Long Term (2009-2020)
	Landfill Gas Capture on any future sites - Already in place at Brookhill and Standard Landfill sites	Medium Impact	Medium Term (2009-2015)
Dispose: How can we minimise the amount of waste landfilled?	Through ensuring all the above initiatives are implemented. Aim is to manage the materials remaining in the waste stream after waste minimisation; reuse and recycling initiatives have taken place in a sustainable way.	High Impact	Long Term (2009-2020)
	Pre Treatment of waste through Material Recovery Facility	High Impact	Medium Term (2009-2015)
	Food Waste Treatments (Sub Regional Partnership – Denbighshire, Flintshire, Conwy)	High Impact	Short / Medium Term (2009-2015)
	Residual Waste Treatment to maximise recovering resources from the waste stream (Regional Partnership –NWRWTP – Flintshire, Denbighshire, Conwy, Gwynedd, Anglesey)	High Impact	Medium / Long Term (2009-2020)
	Landfill facilities will still be required in the future, for any non recyclable or non recoverable waste, only	Medium Impact	Through-out Strategy

Objective	Initiative	Impact	Target
	as part of a more sustainable network of waste management facilities.		Period

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7.0 Delivering and Reviewing the Strategy

- 7.1 Flintshire County Council (FCC) is committed to continually improving its services in order to meet national targets and improve existing environmental performance. FCC will utilise the opportunities of annual best value reviews; Internal monitoring and review; together with external monitoring and waste reporting to ensure that its waste services are continually improved, efficient, responsive and cost effective.
- 7.2 The County Council will undertake an annual review of this strategy and will update the data and information contained to reflect the most up-to-date data reported through the WasteDataFlow national reporting system. The annual review of the strategy will highlight whether or not FCC has been successful in meeting WAG targets and will provide the opportunity to modify its projections each year to take account of up-to-date data and information. Where it is clear that there exists reasonable risk of financial penalties FCC will report this within the strategy and will report what priority remedial measures are required as a matter of urgency.
- 7.3 FCC will also continue to work with its regional partners. The Regional Waste Plan (2004) and its 1st Review (2008) make it clear that there is significant potential for regional working between municipal waste authorities to better plan for the treatment and disposal of residual wastes. The options being considered as part of the North Wales Residual Waste Treatment Partnership include various new and expensive technologies which are potentially prohibitive for any single Local Authority to pursue. Flintshire County Council will continue to work in partnership with its regional and national partners to secure new waste management facilities which can service the North Wales Region's waste needs.
- 7.4 FCC will take all appropriate opportunities to enhance and expand the existing network of waste management facilities (both publicly and privately owned) to increase the capacity of this industry to treat waste and divert waste from landfill. In this regard waste management officers will work closely with waste planning officers to identify the appropriate waste opportunities in the County as well as seek partnership arrangements with experienced commercial operators. The opportunity presented by the introduction of the new Local Development Plan (LDP) will also be used to inform future reviews of this strategy as well as influencing the County waste land use strategy and it's supporting policies.

GLOSSARY

Aggregates- materials used by the construction industry: primary aggregates include sand, gravel and crushed rock; secondary aggregates are waste materials (e.g. demolition waste) that are re-used or recycled by the construction industry in the place of primary aggregates.

Anaerobic digestion - a process where biodegradable material 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.

Best Practicable Environmental Option - a BPEO is the outcome of a systematic and consultative decision-making procedure which emphasises the protection and conservation of the environment across land, air and water. The BPEO procedure establishes, for a given set of objectives, the option that provides the most benefits or the least damage to the environment as a whole, at acceptable cost, in the long term as well as in the short term.

Biodegradable - materials which are capable of being broken down by plants (including fungi) and animals (including worms and micro-organisms). In municipal solid waste, the property is generally attributed to the following fractions: paper and card, food and garden waste and a proportion of textiles, fines and miscellaneous combustible waste, including disposable nappies.

Bring (drop off) recycling - recycling schemes where the public bring material for recycling to centralised collection points (e.g. bottle and can banks) at civic amenity sites, supermarket car parks and similar locations.

Civic amenity (CA) site / Recycling Park -often used as a generic term for a facility provided by the local authority which receives household waste normally delivered by the public direct to sites. Wastes handled include bulky items such as furniture and DIY wastes, white goods, garden waste and general household wastes as well as recyclables. Some CA sites have facilities to receive certain hazardous household wastes, e.g. lead acid batteries and oil. The term civic amenity site originally referred to facilities established under the Civic Amenities Act 1967, which was repealed and replaced by section 2 of the Refuse Disposal (Amenity) Act 1978, which has since been repealed. The term household waste amenity site (used in Waste Management Paper 4) or **Recycling Park** is a more correct term for facilities provided under the Environmental Protection Act 1990, however 'civic amenity site' is still widely used.

Clinical waste- waste arising from medical, nursing, dental, veterinary, pharmaceutical or similar practices, which may present risks of infection.

Combined heat and power (CHP) - CHP is the simultaneous generation of usable heat and power (usually electricity) in a single process. CHP uses a variety of fuels and technologies. The basic elements of a CHP plant comprise one or more prime movers (a reciprocating engine, gas turbine, or steam turbine) driving electrical generators, or other machinery, where the

steam or hot water generated in the process is utilised via suitable heat recovery equipment for use either in industrial processes, or in community heating and space heating.

Commercial waste - waste arisings from premises which are used wholly or mainly for trade, business, sport, recreation or entertainment, excluding industrial waste and waste from municipal facilities.

Composting - the controlled biological decomposition and stabilisation of organic substrates (e.g. garden and kitchen waste), under conditions that are predominantly aerobic and that allow the development of thermophilic temperatures as a result of biologically produced heat. It results in a final product that has been sanitised and stabilised, is high in humic substances and is of such a quality that it can be used as a soil improver, as an ingredient in growing media, or blended to produce other marketable products (that meet recognised industry standards). In the case of vermicomposting these thermophilic temperatures can be foregone at the point the worms are introduced.

Construction and demolition (C&D) waste - arises from the construction, repair, maintenance and demolition of buildings and structures. It mostly includes brick, concrete, hardcore, subsoil and topsoil, but it can also contain quantities of timber, metal, plastics and (occasionally special (hazardous) waste materials.

Green procurement – Ensuring that the procurement of goods and services includes the consideration of environmental factors integrated with other criteria, including performance, life expectancy, quality and cost. Public sector procurement contracts should specify the purchase of long-life and low energy products, minimal use of packaging, re-use of products and the purchase of products containing recycled materials (e.g. paper, plastics and compost).

Green waste – organic garden waste such as grass clippings, tree prunings, leaves etc. which can be used as composting feedstocks. Also known as 'garden wastes', or 'yard waste'. They can arise from gardens, parks and landscaping activities.

Hazardous wastes - the most harmful wastes to people and the environment, and defined according to properties listed in Annex III to Council Directive 91/689/EEC on hazardous waste.

Hazardous household waste – defined by the National Household Hazardous Waste Forum (NHHWF) as "... any material discarded by a household which is difficult to dispose of, or which puts human health or the environment at risk because of its chemical or biological nature."

Household waste - includes waste from household collection rounds, from services such as street sweepings, bulky waste collection, litter collection, hazardous household waste collection and separate garden waste collection. Also includes waste from civic amenity sites and wastes separately collected for recycling or composting through bring or drop-off schemes, kerbside schemes and at 'civic amenity sites'.

Household waste amenity site - see Civic amenity sites

Industrial waste - waste from any factory and from any premises occupied by an industry (excluding mines and quarries).

Inert waste - waste which, when deposited into a waste disposal site, does not undergo any significant physical, chemical or biological transformations and which complies with the criteria set out in Annex III of the EC Directive on the Landfill of Waste.

Kitchen waste – biodegradable waste food including items such as lettuce leaves, carrots, potato peelings, banana skins, tea bags etc.

Landfill site - is defined in the Council Directive 1999/31/EC on the landfill of waste as meaning "...a waste disposal site for the deposit of the waste onto or into land..". The definition includes sites where the producer of the waste is landfilling at the place of production of the waste and any site established for over a year, where waste is temporarily stored. Landfill sites are often located in disused quarries or mines. In areas where there are limited, or no ready-made voids, the practice of landraising is sometimes carried out, where some or all of the waste is deposited above ground, and the landscape is contoured.

Landfill tax - a tax intended to address the environmental costs of landfilling by encouraging the diversion of waste from landfill.

Local Development Plan – This Plan is the next generation of land use development plans which is currently being introduced within Wales. The LDP will eventually replace the Unitary Development Plan (see Glossary) as the primary document which will inform decision making in relation to formal development proposals (ie planning applications).

Municipal wastes – are defined in different ways. The Council Directive 1999/31/EC on the landfill of waste defines it as "...waste from households as well as other waste which, because of its nature or composition, is similar to waste from households." In Part 2 of Waste Strategy 2000 municipal waste is defined as "...all waste under the control of local authorities or agents acting on their behalf" and this is the definition used in the National Waste Strategy for Wales.

Municipal Waste Management Strategy – prepared by each local authority in Wales this strategy should provide comprehensive information about waste management in their area.

Precautionary principle - is used by decision makers in the management of risk. Precaution should be applied where scientific evidence is insufficient, inconclusive or uncertain and where there are indications through preliminary objective scientific evaluation that there are reasonable grounds for concern that the potentially dangerous effects on the environment, human, animal or plant health may be inconsistent with the chosen level of protection (further

guidance is provided in the ‘Communication from the Commission on the Precautionary Principle’¹)

Proximity principle - requires that waste should generally be disposed of as near to its place of production as possible.

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.

Recycling Parks – see **CA sites**

Reduction - achieving as much waste reduction as possible is a priority action. Reduction 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, re-using products and burying goods with reduced packaging.

Regional waste plans – They are prepared by ‘joint local authority arrangements’ between local authorities in the same region and address the comprehensive list of criteria set out in TAN 21. The Regional Waste Plan for North Wales is the North Wales Regional Waste Plan (2004) which was reviewed and amended in 2008 (North Wales Regional Waste Plan First Review).

Re-use - using a product again for the same or a different use. Furniture and some electrical goods are often capable of being re-used and many community and voluntary sector groups are actively involved in facilitating re-use of such items. It can be practised by the commercial sector with the use of products designed to be used a number of times, such as re-usable packaging. Householders can purchase products that use refillable containers, or re-use plastic bags. The processes contribute to sustainable development and can save raw materials, energy and transport costs.

Residual Waste – This is that proportion of waste which is left over after waste treatment.

Separate collection - kerbside schemes where materials for recycling are collected either by a different vehicle or at a different time to the ordinary household waste collection.

Special waste - The Special Waste Regulations 1996 (as amended) define special waste as: ‘...Wastes on the Hazardous Waste List displaying hazardous properties; any other controlled wastes displaying defined properties (e.g. irritant) and waste prescription only medicines..’

¹ COM (2000) 1 final.

Sustainable development - development which is sustainable is that which can meet the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable waste management - requires that waste management should be carried out in a way that does not place undue social, economic or environmental burdens on either present or future generations and that ensures social equity, effective protection of the environment, the prudent use of natural resources and the maintenance of high and stable economic growth and employment. The aim is to de-couple waste production from economic growth.

Technical Advice Note 21 (TAN 21) – ‘Planning Policy Wales’, published in November 2001, provides advice on how the land use planning system should contribute to sustainable waste management.

Unitary Development Plan – This is the land use plan of the local authority which is used to assess and to inform determination of formal proposals for development. In Flintshire the UDP has yet to be adopted but it is currently in the latter stages of progression. It is anticipated that the plan will be adopted by 2010/11.

Waste - is defined in Council Directive 75/442/EEC on waste as meaning “.....any substance or object in the categories set out in Annex I which the holder discards or intends or is required to discard.” Annex I of the Directive lists 16 categories of waste, including ‘agricultural, household, office, commercial and shop discards’. Waste defined by the Directive is referred to as ‘Directive waste’.

Waste arisings - the amount of waste generated in a given locality over a given period of time.

Waste transfer station - a site to which waste is delivered for sorting prior to transfer to another place for recycling, treatment or disposal.

Welsh Assembly Government (WAG) – often referred to in the strategy as ‘the Assembly Government’ or ‘WAG’, consists of the Cabinet, Ministers and civil servants working for the devolved administration in Wales.

Welsh Local Government Association (WLGA) - represents all 22 unitary local authorities and exists to serve its members and promote local democracy.

Flintshire County Council

**Appendices to the
Waste Management Strategy
2009–2025**

October 2009

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APPENDIX 1

Recycling and Composting Targets in Detail

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A1. Recycling and Composting Targets in Detail

A1.1 Local targets are based on a stepped approach to meet the National targets set out in section 4.4. These are reviewed monthly through the Council Service Plans.





Local & National Targets		Total Target %	Recycle Target %	Compost Target %
	2008/09	35	20	15
WAG TARGET	2009/10	40	25	15
	2010/11	45	30	15
	2011/12	50	35	15

A1.2 Introduction of Food specific target in addition to recycling and composting target

Local & National Targets		Total Target %	Recycle & Compost Target %	Food Target %
WAG TARGET	2012/13	52	40	12
	2013/14	51.75	39	12.75
	2014/15	54.25	41	13.25
WAG TARGET	2015/16	58	44	14
	2016/17	59.5	45	14.5
	2017/18	61	46	15
	2018/19	62.5	47	15.5
WAG TARGET	2019/20	64	48	16
	2020/21	65	49	16
	2021/22	67	51	16
	2022/23	69	53	16
WAG TARGET	2024/25	70	54	16

A1.3 The Welsh Assembly Government has now concluded its consultation on proposed targets for a New Waste Strategy for Wales as set out in 'Towards Zero Waste'. The targets are set out below in relation to waste minimisation and landfill diversion and will be used to inform this strategy.

A1.4 Targets are based on the percentage of total municipal waste arising.

-  2009/10 a minimum of 40% recycling of which 15% compost
-  2012/13 a minimum of 52% recycling of which 12% food (Statutory)
-  2015/16 a minimum of 58% recycling of which 14% food
-  2019/20 a minimum of 64% recycling of which 16% food

- ♻️ 2024/25 a minimum of 70% recycling of which 16% food
- ♻️ 2012/13 a maximum of 295kg per inhabitant per annum
- ♻️ 2015/16 a maximum of 258kg per inhabitant per annum
- ♻️ 2019/20 a maximum of 210kg per inhabitant per annum
- ♻️ 2024/25 a maximum of 150kg per inhabitant per annum

- ♻️ 2015/16 a maximum of 42% Energy from Waste (EfW / CHP)
- ♻️ 2019/20 a maximum of 36% Energy from Waste (EfW / CHP)
- ♻️ 2024/25 a maximum of 30% Energy from Waste (EfW / CHP)

- ♻️ 2019/20 a maximum of 10% landfilled
- 2024/25 a maximum of 5% landfilled

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APPENDIX 2

Details of Flintshire County Council Municipal Waste Collection Services

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A2. Flintshire County Council Municipal Waste Collection Services

A2.1 Refuse Collection

Household waste is collected in black sacks weekly. The service is carried out by Flintshire's Direct Service Organisation (DSO). In March 2009 there were 65, 842 domestic properties.

The in-house DSO is subject to the Councils policies and plans and has set performance targets, which are reviewed within the Council Service Plans which align to the National Assembly for Wales Performance Indicators (NAWPIs).

A2.2 Paper Collection – Blue Bag Collection Scheme

A kerbside collection of paper is provided to approximately 64,300 households (97%). Collection is on a fortnightly basis using re-usable blue plastic sacks and dedicated collection vehicles which is operated by the DSO. Paper is delivered to UPM Kymmene, Shotton Paper Mill.

A2.3 Dry Recyclates - Blue Box Collection Scheme

The kerbside collection scheme for the collection of source separated dry recyclables commenced in July 2001, funded initially by the Landfill Tax Credit Scheme. The scheme was offered to 7,500 households on a pilot basis for the collection of glass, plastics bottles, cans/tins and textiles using 55L blue boxes, which are emptied on a fortnightly basis. The blue box scheme has undergone continued expansion and is now offered to 97% of households (64,300). Due to market constraints, the scheme no longer collects textiles.

A2.4 Organics Collection (Green Garden Waste) – Brown Bin Scheme

A collection service for organic garden waste was introduced in April 2003 and through continued expansion is now offered to 82% (54,200) properties in the County. Organic garden waste is collected using a 140 litre wheeled bin and the service is provided on a fortnightly basis during the summer months (February to December) reducing to a monthly service during the winter period (December -January). This service is operated by the Direct Service Organisation (DSO) as part of the overall waste collection contract. All green waste collected is taken to the Open Windrow Composting facility in Greenfield which opened in 2002. The green waste is shredded, then arranged in long piles (windrows), which accelerate the decomposition of the material. The temperature of the windrow is monitored and the windrow is turned every few weeks to add Oxygen to the pile. The windrow is turned on average between 3 to 5 times, and then the material is screened to different sizes 40mm down to 10mm. The finished product is a nutrient rich Soil Conditioner.

A2.5 Organics Collection – Parks and Gardens

Skips are provided for the Parks and Gardens team for the collection of green organic waste generated through their service.

A2.6 **Bring Sites**

Flintshire provide 26 bring bank sites, which are community based facilities for householders to deposit their recyclables. Banks are provided for paper, glass, plastic, cans, textiles, shoes and books.

Sites are managed by the Council with the collection of some recyclable materials being sub-contracted.

A2.7 **Recycling Parks (Household Waste Recycling Centres)**

There are currently 8 Recycling Parks within Flintshire situated in:

- Buckley,
- Connah's Quay,
- Flint,
- Greenfield,
- Mold,
- Hope,
- Queensferry,
- Saltney

A2.7.1 The Saltney site is a 100% recycling site (since April 2005) which now only receives recyclable wastes.

Historic provision of sites resulted in a concentration of Recycling Parks in the centre and East of the County. The Greenfield site opened in October 2005, which provides a state of the art, ten bay split level facility, which provides service to the West of the County.

AD Waste Ltd the Local Authority Waste Disposal Company (LAWDC) has managed the contract for these sites since July 2005, under a performance based management contract with a requirement to recycle in excess of 40%.

A2.8 **Trade Waste**

A trade waste collection service is provided by the DSO within the waste collection contract, collecting residual waste from approximately 1000 business premises. The collections use a mixture of wheeled bins and sacks and charges vary accordingly.

Recycling services are also provided for trade customers. Glass is collected from a series of bring banks situated on customer premises. There are approximately 8 such sites.

A2.9 **Bulky Waste Collection**

A Bulky Waste Collection service is available on request for large items of furniture, which are not classed as regular weekly domestic waste. This is a free service, for certain items, for householders in receipt of benefits, namely Income Support, Job Seekers Allowance, Disability Living Allowance or State Pension. A minimal charge is made to residents not receiving benefits, £10.00 for up to 5 items and £2 per item thereafter. There is a limit of 10 household items (or up to 20 bin bags) in a twelve month period.

Additional garden waste and shed clearances are quoted on an individual basis.

A2.10 Schools Recycling

All Schools in Flintshire are offered dry recycling collections, which are linked in with the kerbside schemes.

A2.11 Clinical Collection

Flintshire County Council provides a Clinical Waste Collection for residents receiving care in the community. This is a weekly collection carried out over a 3/4 day cycle to approximately 1500 households in total.

A2.12 Fly Tipping

Flintshire County Council has a dedicated enforcement team, within Environmental Services, who investigates incidents of illegally fly-tipped rubbish from public land and incidents of trade waste abuse. Working with the Environment Agency, the Council is committed to tackling this problem through a combined approach involving both education and enforcement.

A2.13 Abandoned Vehicles (AVs)

The dedicated enforcement team also investigate reports of abandoned vehicles. Flintshire County Council has the powers to remove vehicles abandoned on the highway under the Refuse Disposal (Amenity) Act 1978. The previous owners of the vehicle must be traced and contacted before it can be sent for disposal.

Working in partnership with the Police, Fire Services and a licensed vehicle disposal company, a Vehicle Amnesty has been set up in Flintshire, for the free disposal of unwanted vehicles.

A2.14 Provision of Dog Bins

The County has approximately 450 dog fouling bins. These bins are placed in areas of the County following consultation with the Town and Community Councils and the public and are emptied by the DSO on a weekly schedule.

A2.15 Market Clearances

The DSO is also responsible for the removal of waste from Flintshire markets this is collected on a schedule basis from Mold, Connah's Quay, Holywell and Flint weekly markets.

APPENDIX 3

Details of Private Recycling Operators Contracted by Flintshire County Council in Servicing 'Bring Sites'

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A3. Private Recycling Operators Contracted by Flintshire County Council in Servicing 'Bring Sites'

A3.1 Flintshire is committed to meet the principals set out in Annex 5 and 7 of the Waste Framework Directive which advocates waste is treated as close to source as possible, with the aim to achieve self-sufficiency at a regional/or sub regional level – as known as the proximity principal. The majority of the current recycling outlets are within a 50 mile radius of Flintshire. A summary of out outlets for materials collected via the Kerbside Schemes, Recycling Parks and Bring Sites are summarised below:

KERBSIDE COLLECTION SERVICES

Material	Kerbside	Address
Glass <i>Blue Box</i>	Recresco Ltd	Recresco Ltd, Manisty Wharf, North Road, Ellesmere Port, Cheshire. CH65 1AB
Paper & Card <i>Blue Bag</i>	UPM-Kymmene (UK) Ltd	Shotton Paper, Weighbridge Road, Shotton, Deeside. CH5 2LL Via Parry and Evans, Sandycroft
Plastic Bottles <i>Blue Box</i>	Intercontinental Recycling Ltd	Gerrard Place, East Gillibrands, Skelmersdale, Lancashire WN8 9SU
Plastic Bottles <i>Blue Box</i>	Eurokey Recycling Ld	Quartz Close, Warren Industrial Estate, Enderby, Leicestershire. LE19 4SG
Plastic Bottles <i>Blue Box</i>	JFC Plastic Ltd	Hardwick Road, Astmoor Industrial Estate, Runcorn. WA7 1PH
Plastic Film <i>Blue Box</i>	Eurokey Recycling Ltd	Quartz Close, Warren Industrial Estate, Enderby, Leicestershire. LE19 4SG
Cans <i>Blue Box & Recycling Parks</i> Aluminium	Novelis (Alu)	Latchford Lock Works, Warrington, Cheshire WA4 1NP
Cans <i>Blue Box & Recycling Parks</i> Steel	CansCorus, Via the Can Route Centre – European Metal Recycling Ltd Rochdale (Steel)	Uncouth House, Uncouth Road, Milnrow, Rochdale. OL16 3DD
Garden Waste <i>Brown Bin & Recycling Park</i>	AD Waste Ltd	Greenfield Windrow Composting Site. CH8 7HT
Yellow Pages <i>School Comp</i>	Parry & Evans (recycled at Shotton Paper)	Head Office: Severn Farm Ind. Est. Welshpool, Powys. SY21 7DF

BRINGSITE OPERATORS

Material	Bring Sites / Recycling Parks	Address
Books	Oxfam	Donated Products Sourcing, Office 281-283, Fulwood Road, Sheffield, South Yorkshire S10 3BD
Glass	British Heart Foundation Glass Recycling UK Ltd	Collected through a regional hub. Head Office: 418 Carlton Road, Carlton, Barnsley, South Yorkshire. S71 3HX
Paper	UPM-Kymmene (UK) Ltd	Shotton Paper, Weighbridge Road, Shotton, Deeside. CH5 2LL
Plastic Bottles	Intercontinental Recycling Ltd	Gerrard Place, East Gillibrands, Skelmersdale, Lancashire WN8 9SU
Plastic Bottles	Eurokey Recycling	Quartz Close, Warren Industrial Estate, Enderby, Leicester. LE19 4SG
Plastic Bottles	JFC Plastic Ltd	Hardwick Road, Astmoor Industrial Estate, Runcorn. WA7 1PH
Cans	Solid Cast	Head Office: Raglan Street, Hyde, Cheshire SK14 2DX
Shoes	Dobbins, P, (Chester) Limited The European Recycling Company	British Railways Buildings, Saltney Ferry, Flintshire. Whitehead House 120, Beddington Lane, Croydon, Surrey. CR9 4ND
Textiles	Oxfam	Donated Products Sourcing Office, 281-283 Fulwood Road, Sheffield, South Yorkshire. S10 3BD
	Scope	Head Office: Scope Trading, 25a High Street Knaresborough, North Yorkshire. HG5 0ET
Batteries	Salvation Army Trading Company Limited G&P Batteries	Recycling Unit, 66-78 Denington Road, Wellingborough, Northamptonshire. NN8 2QH Crescent Works, Willenhall Road, Darlaston, Walsall, West Midlands
Fridges	Global Environmental Recycling Company Limited.	Unit D, Maritime Business Park, Campbeltown Road, Birkenhead, CH4 9BP
Scrap	J. Chadwick's & sons	Factory Road, Sandycroft, Deeside, CH5 2QJ
Cardboard Depot	Parry & Evans	Head Office: Severn Farm Ind. Est. Welshpool, Powys. SY21 7DF
Cardboard RP's	Oswestry Waste Paper	The Mill, Mile Oak Ind Est, Oswestry, SY10 8HA
Tetra Paks (juice containers)	Tetra Pak Ltd	Tetra Pak, Bedwell Road, Cross Lanes, Wrexham LL13 0UT
Garden Waste	AD Waste Ltd	Greenfield Composting Site. Greenfield Business Park, Greenfield, CH8 7AB
Wood	GI Hadfield & Son Ltd	Lumm Farm, Littlemoss, Droylsden, Manchester, M43 7LB
Oil	Oil Salvage Ltd	Head Office: Lysters Road, Bottle,

Material	Bring Sites / Recycling Parks	Address
		Merseyside, L20 1AS
Oil Filters	Safety Kleen UK Ltd.	Unit 2, Broughton Mills, Broughton, Chester. CH4 0BY
Tyres	DME Tyres	Unit 1, Ring Road, Zone 2, Chase Terrace, Burntwood, Staffs. WS7 8JQ
Fluorescent tubes/bulbs	Lampcare	Head Office: Unit C, River Way Maede Park Ind. Est, Harlow, Essex. CM20 2SE
WEEE	ERP GEODIS (Compliance Scheme)	
	Global	Unit D, Maritime Business Park, Campbelltown Road, Birkenhead, CH4 9BP CF40 1HZ
	Waste Technique	Apollo House, Penygraig Industrial Estate, Dinas Road, Penygraig, Tonypany M5 4LQ
	EMR	Uncouth Road, Milnrow, Rochdale, Lancashire
Asbestos	Ineous Clor	Runcorn Site, PO Box 9, Runcorn, WA7 2JE

APPENDIX 4

Waste Compositional Analysis

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A4. Waste Compositional Analysis

A4.1 Eunomia were commissioned by WAG to conduct a Waste Compositional Analysis (WCA) on a number of Welsh Authorities. This informed WAG's Revised Future Directions' paper April 2009, which is the consultation document released prior to the publication of the new Waste Strategy for Wales. The methodology of this analysis has been questioned as it is not representative of all Welsh Local Authorities current collection services and resident behaviours. As a result WAG has funded WRAP to undertake individual Local Authority waste compositional analysis.

The National Results of the Waste Compositional Analysis

MATERIAL	AEA	EUNOMIA
Newspapers and magazines	9.0%	7.2%
Recyclable paper	2.1%	1.9%
Cardboard boxes/containers	5.1%	5.3%
Other paper and card	4.8%	5.2%
Refuse sacks and carrier bags	1.3%	1.4%
Packaging film	1.3%	1.5%
Other plastic film	0.2%	0.2%
Dense plastic bottles	1.7%	1.8%
Other packaging	1.5%	1.7%
Other dense plastic	1.3%	1.5%
Textiles	1.8%	2.1%
Shoes	0.4%	0.4%
Disposable nappies	2.3%	2.5%
Wood	2.8%	3.6%
Carpet and underlay	1.5%	1.7%
Furniture	1.5%	1.5%
Other misc. combustible	3.6%	2.1%
Packaging glass	5.3%	5.3%
Non-packaging glass	0.5%	0.5%
<i>Garden waste</i>	<i>12.7%</i>	<i>10.5%</i>
<i>Food and kitchen waste</i>	<i>15.7%</i>	<i>17.6%</i>
Other organics	2.1%	2.3%
Ferrous food and beverage cans	1.7%	1.9%
Other ferrous metal	3.1%	2.2%
Non-ferrous food and beverage cans	0.3%	0.4%
Other non ferrous metal	0.5%	0.6%
White goods	0.8%	0.9%

MATERIAL	AEA	EUNOMIA
Large electronic goods	0.2%	0.2%
TVs and monitors	0.3%	0.3%
Other WEEE	0.7%	0.7%
Lead/acid batteries	0.2%	0.2%
Oil	0.1%	0.1%
Identifiable clinical waste	0.2%	0.2%
Other potentially hazardous	0.3%	0.3%
Construction and demolition waste	5.2%	5.2%
Other MNC	2.8%	1.2%
Fines	5.2%	5.7%
Mixed waste	0.0%	2.0%
Total	100%	100

Source:

AEA Technology, MEL Research, Waste Research and WRc (2003) The Composition of Municipal Solid Waste in Wales, Report to the Welsh Assembly Government, December 2003.

Eunomia, Dr Dominic Hogg, Dr Jessica North, Hannah Montag and Joe Papineschi, Scoping New Municipal Waste Targets for Wales, Report to the Welsh Local Government Association, September 2007

A4.2 Flintshire is currently undertaking a full Waste Compositional Analysis during the summer and winter of 2009/10 as part of the WAG's and WRAP exercise. The analysis will adhere to the Protocol set by WAG. The analysis will examine all materials recycled and composted through various services provided, it will also analyse the materials left in the residual waste stream, which will help identify potential resources which could be recovered, and diverted from landfill. Initial results will be available from the autumn, which update this section.

APPENDIX 5

Miscellaneous Detailed Waste Figures

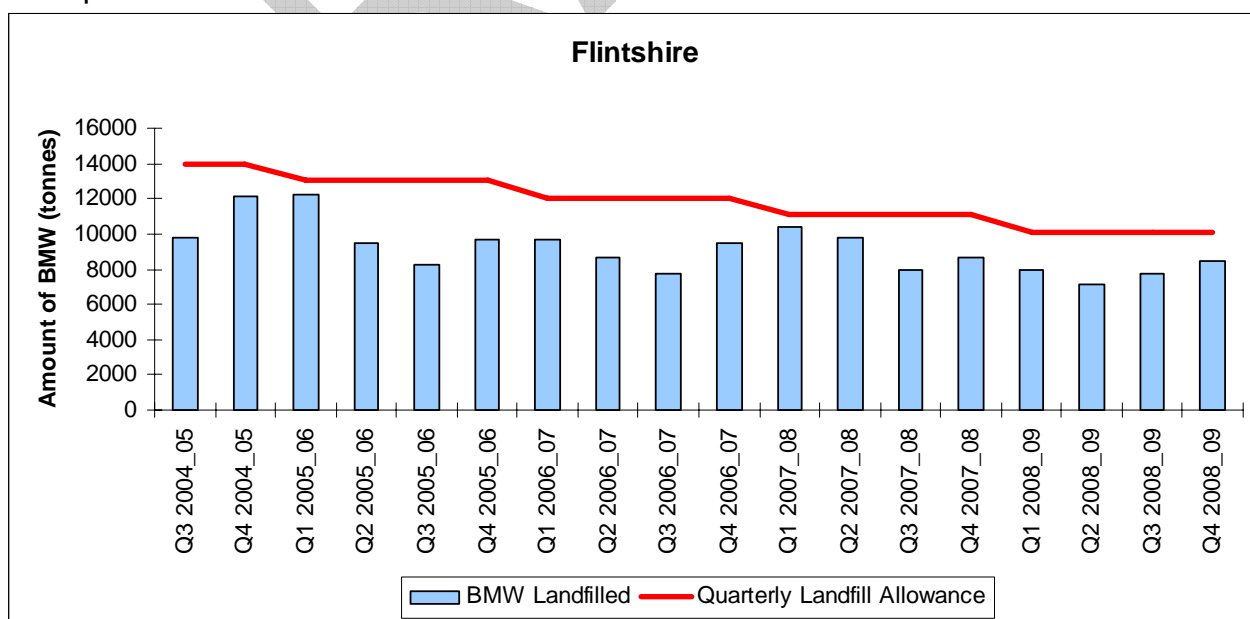
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A5. Detailed Quarterly Figures of Landfilling of Municipal Waste in Flintshire 2004/05 – 2008/09

Landfilled Waste in comparison with the Landfill Allowance Scheme 2004-2009

Year	Quarter	Flintshire				
		BMW Landfilled	Quarterly Landfill Allowance	Annual BMW Landfilled	Annual Landfill Allowance	Difference
04_05	Q1 2004_05					
04_05	Q2 2004_05					
04_05	Q3 2004_05	9834	13977			-4143
04_05	Q4 2004_05	12142	13977	21976	27953	-1835
05_06	Q1 2005_06	12267	13005			-738
05_06	Q2 2005_06	9513	13005			-3492
05_06	Q3 2005_06	8276	13005			-4729
05_06	Q4 2005_06	9685	13005	39741	52021	-3320
06_07	Q1 2006_07	9706	12034			-2328
06_07	Q2 2006_07	8618	12034			-3417
06_07	Q3 2006_07	7705	12034			-4329
06_07	Q4 2006_07	9481	12034	35508	48136	-2553
07_08	Q1 2007_08	10382	11063			-681
07_08	Q2 2007_08	9820	11063			-1243
07_08	Q3 2007_08	7903	11063			-3160
07_08	Q4 2007_08	8660	11063	36764	44252	-2403
08_09	Q1 2008_09	7980	10091.75			-2111
08_09	Q2 2008_09	7126	10091.75			-2965
08_09	Q3 2008_09	7794	10091.75			-2298
08_09	Q4 2008_09	8431	10091.75	31332	40367	-1661

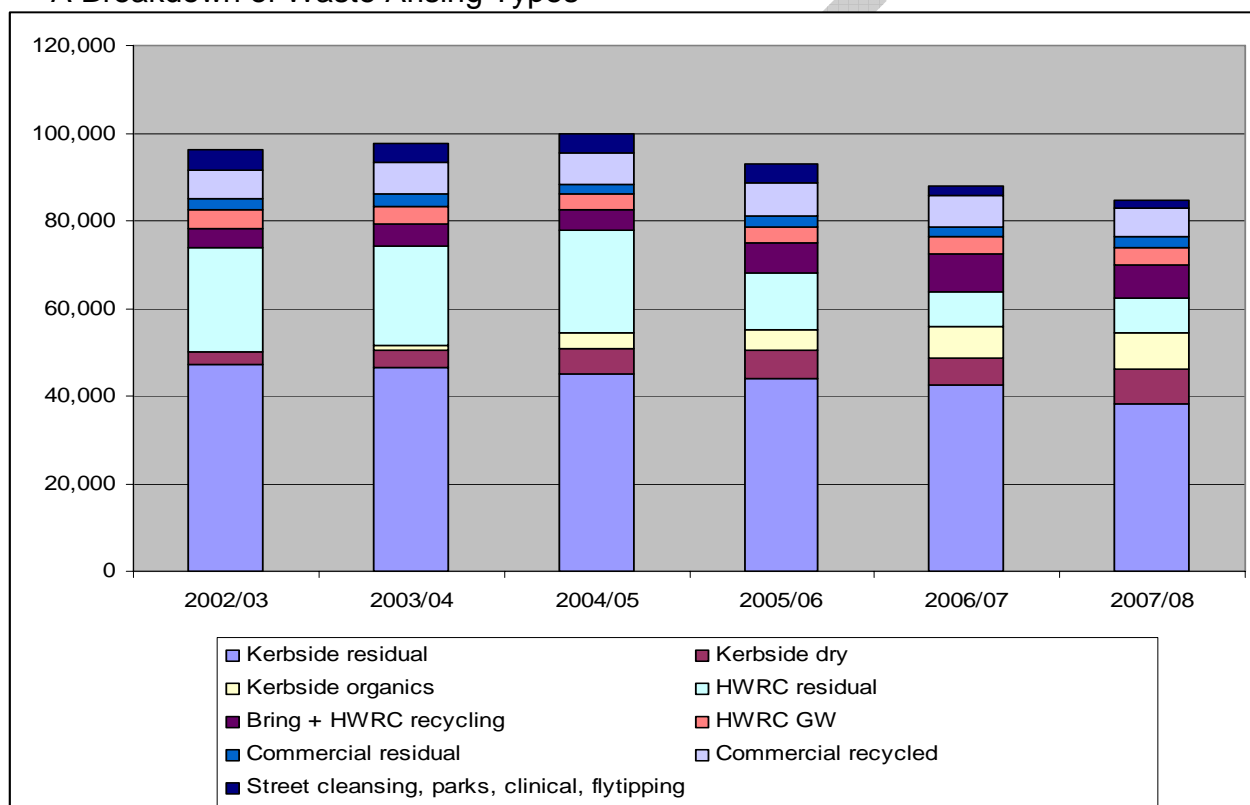
A Graphical Illustration of TABLE A4.1



Actual and Projected Flintshire Waste Arisings 2002-2020

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Waste Arising	96,502	98,147	100,071	92,062	91,230	93,656
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Waste Arising 1.0% growth	94,593	95,539	96,494	97,459	98,433	99,418
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Waste Arising 1.0% growth	100,412	101,416	102,430	103,455	104,489	105,534

A Breakdown of Waste Arising Types



APPENDIX 6

Details of the Waste Management Strategy Schemes

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A6. The Waste Management Strategy Schemes

Reduce

A6.1 Minimising waste is top of the waste hierarchy. Recycling can help save materials and energy, however cutting down on waste in the first place is even better. Approximately 18 per cent of household waste is packaging from retail purchases. Shopping carefully, avoiding disposable bags, and choosing re-usable products are just some of the ways in which waste can be avoided.

A6.2 Home Composters

Garden and kitchen waste can be composted at home. More than a third of household rubbish is organic, including garden and kitchen waste. If sent to landfill, organic waste produces methane which is 23 times more potent than carbon dioxide in greenhouse gas terms. Flintshire is committed to subsidising home composters to help residents compost at home.

A6.3 Council Procurement Policy–

The council is committed to reducing the amount of waste it generates and will focus on green procurement which includes looking at the lifecycle of the product and buying where possible products made from recycled materials. The council is working towards Green Dragon Award which is an environmental management system.

A6.4 Tackling Junk Mail

Working in partnership with Waste Awareness Wales, Flintshire is committed to promoting the mail preference service, in which residents sign up to refuse junk mail and can set up procedures to stop former resident's mail being sent.

A6.5 Working with businesses/manufacturers

Working in partnership with WLGA, to lobby the British Retail Consortium to reduce the amount of packaging used in manufactured goods. In partnership with Arena Network, we will provide advice to local businesses on managing waste sustainably without wasting resources.

Reuse

A6.6 Reusing waste is generally overlooked due to our current lifestyles, we tend to use items once then discard or replace them, rather than reusing or repairing.

A6.7 Reuse and Repair Organisations

The Council is not the only organisation that can promote and encourage waste minimisation throughout the County. There are many groups within the community that are well placed to take forward initiatives that lead to waste minimisation, either through the promotion of 're-use' of unwanted items, or the elimination of waste at source. There are a number of local groups already active in Flintshire. The

Council recognises the important part these local initiatives play in the management of waste within Flintshire and we intend to support these schemes where possible. Examples include Household Goods Reuse Organisations and Exchange websites.

A6.8 Reusable nappies

In Wales approximately 200 million disposable nappies are thrown away every year, the majority of which end up in landfill sites. It can take hundreds of years for them to biodegrade in landfill sites. Reusable nappies can help reduce a families waste arising by almost 50%. The council will look into financial incentives to help families change from disposable nappies and will continue to promote the use of reusable nappies.

Recycle

A6.9 Recycling is the reprocessing of wastes, either into the same product or a different one. Recycling reduces the demand for raw materials, reducing the environmental impact of extraction and transportation.

A6.10 The following proposals will be considered by the Authority:
Cardboard kerbside collections. Following the pilot scheme, this will be expanded to all paper collection rounds. This will help achieve both recycling and BMW LAS targets.

A6.11 Participation Rates

Following a monitoring exercise, minimum targets have been set (See section 4.5). This will be achieved through education and awareness raising activities, see Appendices 7 for details.

A6.12 Awareness Raising Campaigns for Households

The aim will be to establish what prevents residents from participating and to help to breakdown any barriers they perceived to be there. This will be conducted through various techniques such as questionnaires. This will also be a good way of obtaining feedback on the services provided by the Council.

A6.13 Internal and Public Sector Recycling Service

Flintshire is committed to improve the management of wastes within their offices and premises. The procurement team have been given the responsibility to consider the lifecycle of any products purchased. Flintshire is also working towards the Green Dragon Environmental Management System, which is accredited to ISO 14001.

A6.14 Improvements to Recycling Parks

Currently approximately a quarter of Flintshire's household waste is collected through the 8 Recycling Parks. In 2008/09 the sites collectively diverted 67%. Flintshire is dedicated to continue the success achieved to date through implementing the following improvements:

- a. Review Meet and Greet at the Gate
- b. More advice over materials which can be reused and recycled
- c. Increase numbers of compactor skips, which minimise skip movements (9 tonnes of waste collected rather than 4.5 tonnes)
- d. Increase material streams (market dependant)
- e. Improve layout of sites
- f. New state of the art, split level facility at Sandycroft
- g. Review of Recycling Parks
- h. Improve Signage at all sites

A6.15 Improvements to Bring Sites

There are 26 Bring sites throughout Flintshire, the location of these sites are to reviewed to ensure that householders outside the 5 mile radius of a Recycling Park have facilities to maximise recycling opportunities. The council will also discuss with Town and Community Councils the possibility of community adoption of the sites, so they become part of community life.

A6.16 Food waste collections

To meet the food specific targets set by Welsh Assembly Government (WAG) and maximise diversion of Biodegradable Municipal Waste (BMW) from landfill, Flintshire will commence weekly collection of food waste once an outlet to treat food waste is secured. Flintshire is committed to the sub regional partnership with Conwy and Denbighshire to procure an Anaerobic Digester Facility. Flintshire County Council will provide residents with a 7litre kitchen caddy with compostable liners, which will be collected in a 23 litre kerbside container. All residents will be provided with detailed literature and supported by advice through the website and through the Customer Services and Recycling Teams.

A6.17 Weekly Recycling

To maximise recycling opportunities and to increase participation, the frequency of collection will need to increase from fortnightly to weekly. This will ensure that recycling becomes standard practice and take precedence over residual waste disposal.

A6.18 Managed Weekly Collections / ABC Service (Alternate Bin Collection)

Following the introduction of weekly food waste collections and weekly recycling collections, the amount of waste in the residual black sack will be minimised, therefore changing the collection patterns would ensure best value and provide a sustainable solution. The residual waste collections would be collected one week, followed by the green waste brown bin on the same day on the following week. This is essential to meet 50% targets; other LA's that have introduced this has seen a 10% to increase in their recycling performance

A6.19 It is our intention to keep services simple but within a framework of continual evolution, so that they provide a modern, cost effective and reliable service to our customers. This will involve regular reviews of collections methodology, round information and learning from others

who undertake best practice. All of this will ensure we deliver a best value service which has a reducing ecological footprint.

A6.20 We intend to continue our development of market opportunities for other materials. Working along side industry to enhance any opportunities for outlets for materials collected. The council is committed to the proximity principal when securing markets.

A6.21 Enforcement

Flintshire has an established enforcement team for fly tipping and abandoned vehicles. The council has legislative powers to enforce recycling and prevent waste being put out too early.

A6.22 Weigh residual waste

Within the consultation process undertaken by WAG, the targets that have been propose may necessitate the introduction of Direct and Variable Charging / Pay as You Throw (PAYT) schemes, whether this be at a National or Local level.

Recover

A6.23 To ensure that any resources left in waste stream are diverted from landfill, recovery opportunities will be undertaken. This will help towards meeting our obligations to reduce Flintshire's carbon and ecological footprint.

A6.24 Material Recovery Facility

Flintshire is committed to using facilities for maximising the recovery of any material which can be reused, recycled or composted. A small material recovery facility is in operation in Buckley; general waste skips from the Recycling Parks are sorted, to maximises recovery opportunities.

A6.25 Anaerobic Digestion Plant

Flintshire is part of a sub regional partnership with Conwy and Denbighshire to procure an Anaerobic Digester for Food waste treatment, which creates different outputs that can be recovered; Digestate – can be used as a biofertiliser; Biogas (mostly carbon dioxide and methane) can be sold as a bio fuel or combusted to generate electricity which is eligible for Renewable Obligation Certificates (ROCs) - a financial incentive.

A6.26 North Wales Residual Waste Treatment Partnerships (NWRWTP)

Flintshire County Council is the Lead Authority on the procurement of residual waste management facilities within North Wales. The partnership includes: Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council and Isle of Anglesey County Council.

A6.27 Some examples of resource recovery and treatment technologies for residual waste are:

a. Mechanical Biological Treatment (MBT)

- b. Mechanical Heat Treatment (MHT)
- c. Waste to Energy (W2E)
- d. Combine Heat and Power (CHP)
- e. Advanced Thermal Treatment (ATT)

A6.28 It has been suggested that eventually there may be a joint waste strategy for the residual element between the partnering authorities. This option offers significant public value for money and will continue to be explored with our regional partners.

A6.29 Landfill Gas Recovery

Landfill Gas is already captured on both Brookhill and Standard Landfill sites. This process captures methane gas which is more potent than carbon dioxide. The methane is used to generate electricity which is utilised on site, with the remainder sold back to the National Grid.

Dispose

A6.30 Following waste minimisation, reuse, and recycling initiatives, Flintshire aims to manage the materials remaining in the waste stream in a more sustainable way.

A6.31 Flintshire landfill site at Brookhill closed December 2007. Flintshire's residual waste is bulked up using the transfer pad at Brookhill, to minimise the amount of vehicle movements required and is hauled using a twin hub system. Flintshire currently transports residual waste to a landfill site in Wrexham.

A6.32 A key objective if this Strategy is to reduce the reliance on landfill. Through the NWRWTP, all the partnering LA's residual waste will be treated. However landfill facilities will still be required in the future for residues from the treatment process, but only as part of a more sustainable network of waste management facilities.

APPENDIX 7

Raising Public Awareness and Increasing Participation

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A7. Raising Awareness and Increasing Participation

- A7.1 The success of the Flintshire Municipal Waste Strategy is dependant on changing attitudes and perceptions to waste. There is a need to encourage active participation from every resident in Flintshire, in reducing waste and increased recycling through the Council services. It is the intention that these waste management practices become embedded (through habit) and become an integral part of everyday living.
- A7.2 Flintshire has established education and awareness schemes already in place, however to further enhance behavioural change, it is essential that increased development and resources are in place to ensure such initiatives succeed.

Case Studies – examples of current successful initiatives

Raising awareness and changing behaviour of young people:

Flintshire Recycling Team has a dedicated officer who runs Recycling Awareness Workshops (R.A.W), which are available to all infant and junior schools and local youth community groups. The aim of the workshop is to develop the pupils understanding of the waste hierarchy, environmental issues and sustainable development. The workshop includes a fun and informative presentation to give a background about waste and best practices for waste management. This is followed by an interactive 'Life Cycle Analysis' of the materials found in the household waste stream – source, usage, recycling and disposal option. The workshop finishes with an entertaining quiz which reinforces key issues and also provides the pupils with interesting facts about recycling and waste minimisation.

Recycling and Promotions at key events:

In 2007 Flintshire hosted the annual Eisteddfod. FCC Environmental Services provided recycling collection facilities around the showground and campsites for visitors. This was promoted through clear labelling, WAW signage, leaflets and an enthusiastic workforce on site. The recycling team also had a dedicated section within the main FCC corporate tent to promote all aspects of the waste hierarchy, with the main theme of explaining what happens to all the materials after they have been collected. This was an ideal platform to demonstrate Flintshire's best practices to all of Wales, and set a precedent for future events.

A7.3 Door Stepping Campaigns

Flintshire will dedicate a team to visit residents throughout Flintshire to help improve participation rates and to promote the waste services provided. Attitude and Awareness Surveys will continue to be undertaken to identify any potential barriers to non participation, and to gain feedback on the services provided. The aim is to raise awareness of sustainable waste management and encourage residents to

participate. This will also help to ensure the services we provide are continually improved and are customer focused.

Schools

A7.4 Talks and workshops

Building upon success achieved to date, Flintshire is committed to maintaining links with schools to improve waste awareness. The Recycling team has a dedicated Officer who works with schools to promote sustainable waste management, additional resources are needed to develop this area. The aim is to provide an understanding of the lifecycle of products, the composition of the materials used, and the recycling, reprocessing and treatment of the product once it has been discarded. Workshops and talks are offered to schools at various levels; from Infants through to Sixth Form and Colleges, with links to the curriculum.

A7.5 Eco Schools

The Eco –Schools programme is an international environmental award scheme for schools, rewarding and accrediting schools that have made a commitment to continuously improve their environmental performance. The aim of the Eco-Schools programme is to make environmental awareness and action an intrinsic part of the life and ethos of the schools; both pupils and staff and the wider community. Flintshire has trained Eco School Assessors to help promote and assess schools towards Eco-Schools status, to date Flintshire has 22 schools awarded with the Green Flag, 1 school has been awarded with permanent status.

A7.6 Lesson Plans

The Recycling team aims to provide lesson plans to schools and out of school groups to assist in improving waste awareness in schools.

A7.7 Awards/Achievements

Flintshire would like to introduce an award scheme to recognise the achievements in schools and their commitment to recycling, composting and waste minimisation initiatives.

A7.8 School Visits

To enhance the learning and understanding of sustainable waste practices, Flintshire also facilitates schools visits to Flintshire's Composting Site, Recycling Parks and Landfill Sites. These visits provide a valuable insight into the management of Flintshire's waste, both past and present and the impact it has on local environments and demonstrates to pupils the need to live more sustainably.

A7.9 Community and Out of School Groups

Similar to the schools workshop, Flintshire works with all ages of out of school groups such as youth clubs and the scout movement. The aim is to undertake fun and interactive activities which help promote waste awareness. These activities also help scouts and guides groups towards achieving Badges linked to the environment.

As community groups range in ages, presentations and workshops are tailored to the needs of the group e.g. W.I, Youth Clubs, Tenant and Residents etc. They provide excellent opportunities to discuss waste management practices and provide feedback on the services we provide. These talks assist in spreading the message to the local community.

A7.10 Key Corporate Events

Using the promotions trailer, Flintshire actively participates in any Corporate Event including the Tenants and Residents Seminar, Denbighshire and Flintshire Show and other events in the County e.g. The Caerwys Show, to engage with residents and promote sustainable waste practices. These events provide a platform to highlight any issues or new initiatives throughout the County. Flintshire also offers recycling facilities for any event in Flintshire, to encourage recycling and assist in the diversion of materials from landfill.

A7.11 National Campaigns

Working with Waste Awareness Wales and WRAP, Flintshire actively promote and support National Campaigns including the Big Recycle Week, Nappy Week, and National Composting Week. These National Campaigns focus on specific Waste Management themes and provide excellent publicity to a wider audience, through all types of media including Television, Internet, Newspapers and Radio. Flintshire promotes National themes along with local initiatives.

A7.12 Information Leaflets

To help, advise and promote services, Flintshire is committed to providing home recycling information packs to residents to ensure sustainable waste management and an increase in participation. This will include detailed information on all waste services provided by Flintshire and an A-Z of Recycling and Composting explaining which materials can be recycled, reused, composted and where.

A7.13 Media Links

The publicity of Sustainable Waste Management Services is very important to increase awareness of facilities and participation in our collection services and is critical in achieving targets set. Flintshire works with various media organisations to promote sustainable waste management practices including:-

- Monthly articles in local papers
- Articles in Flintshire County Council's publication 'Your Community Your Council'
- Inserts in Local and Town Council Magazines and schools newsletters.
- Links with Waste Awareness Wales Television and Radio Adverts
- Press releases
- Website Improvements

A7.14 **Campaign Trailer**

The customised campaign trailer is used as a mobile unit for awareness raising campaigns. The trailer is utilised at Local Events, such as Community Shows, Mold Food Festival and Corporate Events as listed previously. It provides an ideal facility to promote waste minimisation, recycling and composting. The trailer is also utilised for promoting recycling area of poor participation.

A7.15 **Marketing**

The marketing of Waste Services is important in creating an identity for the services provided. The Livery on Collection Vehicles has been customised to identify the collection fleet from Council services. The vehicles provide an excellent opportunity to promote sustainable waste practices. The theme currently used is a thought provoking 'What did you throw away today?' the aim is to continue to utilise the vehicles to convey key motivational messages.

Flintshire also has specific promotional materials with unique branding such as:

- a. Recycle for Flintshire
- b. 'Out of the Blue'
- c. 'What did you throw away today?'

These promotional materials reinforce key messages about sustainable waste management practices and increases awareness to diverting materials from landfill.

A7.16 **Competitions / Incentive Schemes**

Flintshire is committed to increasing awareness of waste management through incentive schemes such as competitions and prize draws. Flintshire has promoted the 'Yellow Woods Challenge' which is a fun environmental initiative for schools, set up by Yellow Pages and the Woodland Trust. The aim is to collect and recycle old Yellow Pages directories and the schools with the most collected per pupil win cash prizes. Flintshire has promoted and facilitated this competition for the past 4 years; and has been a great success in diverting BMW from landfill. Prize draws are held annually to help promote the composting of Real Christmas Trees at the Recycling Parks. Any resident who brings their Tree for composting at any of the 8 Recycling Parks can be entered into a prize draw. This has been held for the last 3 years and has helped promote composting at the recycling parks.

A future initiative is to work with collection crews to nominate Household Recycling Champions. The aim is to identify residents who actively participate in recycling and composting and reward them for their efforts. It is envisaged this initiative and initiatives like it will increase and encourage the participation of residents in our recycling collection services.

A7.17 Local Composting events

Home composters are supplied free of charge, as an educational tool to Eco or composting/gardening clubs, this helps children to learn the importance of composting organic materials. Flintshire also intends to run workshops to promote and advise residents on 'how to compost'. The aim is to run hands on sessions for residents to experience and encourage them to compost at home and promote waste minimisation. Links will be made with the local horticultural college.

A7.18 Litter Pickers

Flintshire offers and promotes the loan of litter pickers and high visibility jackets for local clean up events, along with bags for recycling. This raises awareness of the causes and problems of litter and also encourages good waste management practices. The team work in conjunction with Keep Wales Tidy to highlight the issues of litter.

A7.19 Visitor Centres / Eco Parks

It is anticipated as part of the North Wales residual Waste Treatment Project there may be an opportunity for a visitor/education centre. The aim of the centres would be to build upon, complement and add value to the education and awareness activities of the Council. This will be an opportunity to convey wide ranging messages about sustainable waste management and provide an ideal location for training and visits for first hand experience of how Flintshire deals with waste.

Partnership Working

A7.20 Flintshire also works in partnerships with other organisations on a frequent basis including:

A7.21 Waste Awareness Wales

The Welsh Assembly Government has funded Waste Awareness Wales since 2002 to provide official information to the public about managing materials and resources more sustainably, and reducing waste. They organise National Campaigns and National Advertising on television and radio.

A7.22 Waste & Resources Action Programme (WRAP)

WRAP offer local authorities support and resources to help deliver high quality recycling services and waste prevention advice. They provide toolkits and best practices to encourage sustainable waste management.

A7.23 Welsh Local Government Association (WLGA)

The WLGA represents all 22 unitary local authorities and exists to serve its members and promote local democracy. The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy. They have specific Officers for Waste Management and have a close working relationship with Flintshire.

A7.24 Local Authority Recycling Advisory Committee (LARAC)

LARAC was formed in 1985 to represent local authority views in waste and recycling issues. Key aims are to inform and lobby key opinion formers and policy makers on members' behalf. To ensure that relevant and timely information is shared amongst LARAC members and that they are consulted on a regular basis. Flintshire has been a member of LARAC for a number of years and find it a very useful organisation for sharing best practices and up to date information on waste management activities both UK and Internationally.

A7.25 Environment Agency (EA)

The EA principal aims are to protect and improve the environment, and to promote sustainable development. They play a central role in delivering the environmental priorities of Central Government and the Welsh Assembly Government. They have responsibility for enforcement and prosecutions. Flintshire works with the EA for flytipping initiatives along with supplying information regarding waste data through the wastedataflow system.

A7.26 Voluntary Sector

Flintshire works with many Voluntary and Charitable organisations, such as furniture reuse organisations, textiles reuse schemes and community groups. Flintshire aims to work with organisations to promote sustainable waste management throughout the whole community.

A7.27 Keep Wales Tidy (KWT)

Keep Wales Tidy aim is to encourage action to maintain a cleaner, safer, tidier Wales. Flintshire works with KWT to encourage residents to behave in a responsible manner and to encourage people to take responsibility for their own local environment.

A7.28 Wales Environment Trust (WET)

The main aim of the Trust is to 'Develop local markets for recycle in Wales'. Their Local Government Support Division operates in co-operation with Flintshire and other local government organisations to enable partnerships to best realise the value of their supply of recycle (recyclable materials). The division can also research and provide information on waste treatment technologies and green procurement initiatives. It also serves to provide a bridge between the public and private sector.

A7.29 Organics Association

The Association for Organics Recycling is the leading trade organisation for the biodegradable waste management industry in the UK. It is a valuable source of information relating to organic materials.

A7.30 Local Service Board (LSB)

The Flintshire Local Service Board was established in 2008. Its work is based around four principal work streams:

Effective and trusting partnership relationships as a set of local leaders

- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy
- Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership
- Identifying common issues as public bodies/employers, for example energy use, waste management, training and development

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **FOLLOW UP TO THE COUNCIL'S RESPONSE TO THE
PENNINGTON REVIEW (ON E.COLI)**

1.00 PURPOSE OF REPORT

- 1.01 To provide Members with an updated position with respect to implementation of the relevant Recommendations from the Public Inquiry Report, published in March 2009, into the South Wales E.coli 0157 Outbreak of September 2005.
- 1.02 To provide Members with a detailed Improvement Plan relating to the relevant Recommendations which require further action by the Local Authority.
- 1.03 To seek Member support and approval of the attached Improvement Plan.

2.00 BACKGROUND

- 2.01 Following the publication of the South Wales E.coli 0157 Public Inquiry Report in March 2009, an Executive Pennington Report was submitted to the Executive on 13th May 2009.
- 2.02 The Report outlined an Action Plan which detailed the timescales within which the recommendations of the Pennington Report would be considered, together with a checklist of the critical questions to be asked.
- 2.03 This Report describes the actions necessary to address the key recommendations: see the attached Improvement Plan, set out in Appendix 1.

3.00 CONSIDERATIONS

- 3.01 An audit has been undertaken under the leadership of the Head of Public Protection. The audit involved colleagues not only from within Public Protection, most notably Food Safety, but also colleagues from Client Catering, Procurement and Corporate Health and Safety.
- 3.02 There has been considerable co-operation amongst colleagues from the different service areas which has enabled real, tangible improvements to be made, most notably in the areas of food procurement.

Date: 10/11/2009

3.03 As a result of this audit, an Improvement Plan has been prepared which is attached at Appendix I.

4.00 RECOMMENDATIONS

4.01 That Members support and approve the attached Improvement Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 None at this time. However, full implementation of the Improvement Plan may result in the identification of resource needs, both in terms of personnel and learning and development.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Improvement Plan.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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PENNINGTON RECOMMENDATION	OUTCOMES AND ACTIONS	CRITICAL QUESTIONS	EVIDENCE	IMPROVEMENT ACTIONS	DATE
Food Safety Practice	<p>SUPPLY OF FOOD WHICH IS SAFE TO EAT</p> <p>Review current systems processes, strategy, policy and practice for ensuring food businesses understand their responsibilities for food safety. Focus must be on preventative actions via business support programmes to ensure improved food safety practice in food businesses.</p> <p>Need to consider new FSA Guidance when it is published and ensure local food businesses are fully aware of and following the guidance</p>	<ul style="list-style-type: none"> • What steps have we taken to ensure all food businesses in Flintshire have in place appropriate systems and processes which are capable of preventing contamination and cross-contamination of food? • How do we ensure that food businesses have implemented effective food safety management systems based on the 7 key HACCP principles? • What steps have we taken to ensure the principles underpinning the Butchers' Licensing Scheme are fully employed and seen to be effective in businesses processing raw meat and unwrapped ready-to-eat foods? • How do we ensure that the steps we have taken are effective in achieving the critical outcomes? 	<p>We have reviewed the services approach to regulation and enforcement, with a specific focus on the Risk Inspection Programme for food enforcement.</p> <p>We have undertaken an audit of current policy and processes and are satisfied that we have robust processes to ensure effective inspection and revisits of food businesses including new businesses identified.</p>	<p>Continued monitoring of effectiveness by way of inspection and revisit programmes</p> <p>Ensure clear , understandable communications are made with businesses at all times, providing appropriate support and guidance as necessary.</p>	<p>Ongoing</p> <p>Ongoing</p>
		<ul style="list-style-type: none"> • Do we have a clear policy for the use of 'light touch' 	We have undertaken and	Formal programme of Service	End December

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<p>Food Hygiene Inspections</p>	<p>Review current systems, processes, strategy, policy and practice for ensuring food safety inspections are planned, implemented on time and effective in evaluating the quality of food safety practice in businesses and to ensure corrective actions are fully implemented where standards fall below accepted minimum levels.</p> <p>This should include the following areas:</p> <ul style="list-style-type: none"> • Management accountability – clear accountabilities and responsibilities defined and understood • Food Safety Plan • Monitoring and Review Processes • Audit Approach • Learning and development – competencies: qualifications, knowledge and 	<p>enforcement and how do we ensure this remains appropriate in the case of 'low risk' businesses</p> <ul style="list-style-type: none"> • What steps have we taken to ensure all inspections of HACCP Plans are audit-based and effective in identifying whether those plans are capable of ensuring high standards of food safety • What steps have we taken to ensure that all officers undertaking food safety inspections are competent to do so? • What specific training has been given to officers who are responsible assessing HACCP and HACCP-based plans, including those responsible for managerial supervision, to ensure that they are fully competent? • What steps have we taken to ensure that EHOs obtain a copy of a food businesses HACCP/food safety management plan at each inspection for retention on the business's inspection plan? 	<p>completed a number of service challenge sessions with the Food Safety Team which have been very productive in identifying improvements in service delivery which will lead to improved officer competency and compliance levels in businesses.</p> <p>All officers are appropriately trained in HACCP principles including the manager of the Food Safety section. Systems have been strengthened to ensure full recording of inspection findings on file and Red flagging has been introduced as a system of internally identifying businesses of</p>	<p>Challenge sessions to be drawn up to address all key areas of regulation and enforcement in Food Safety</p> <p>Formal management review of our approach and practice at least once/year.</p>	<p>2009</p> <p>End March 2010</p>
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	<p>experience</p> <ul style="list-style-type: none"> • Independent audit and review e.g. Peer Review or other 3rd party assessment • Resource implications in order to implement the findings 	<ul style="list-style-type: none"> • What processes do we have in place for ensuring all critical information, about issues, observations, concerns and non-compliance, gained during inspections, is accurately recorded, fully accessible and clearly communicated? • How do we ensure that judgements and decisions about the effectiveness of management and operations in food businesses are evidence-based? • What steps have we taken to ensure that all high-risk inspections are unannounced? • What steps have we taken to ensure that ALL inspections are comprehensive and thorough, using an audit-based approach involving interviews with key personnel, managers, supervisors and operators, to ensure effective compliance? • How will we review our 	<p>concern.</p> <p>In addition, the Service as a whole as reviewed its Enforcement Policy. The Public Protection Enforcement Policy was approved by the Council's Executive on 23 June 2009.</p> <p>The new policy proposes a range of regulatory approaches to improve compliance levels.</p> <p>We will not be undertaking so called 'light-touch' inspections, our inspection programme will be informed by the risk assessment framework we are required to follow. This means that all premises identified as 'high risk' will be</p>		
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		<p>policy and practice to ensure we are able to demonstrate to the FSA or any 3rd party auditor that the quality of our inspections is of a sufficiently high standard?</p> <ul style="list-style-type: none">• What improvements do we need to make in order to address weaknesses in the current approach and what are the resource implications arising from the implementation of these improvement actions	<p>subject to a rigorous and professional audit. The new Enforcement Policy will provide clearer guidance to officers undertaking inspections and we have built upon our management review processes to ensure that inspections are carried out to the right quality standards and that our approach is applied consistently.</p> <p>Generally, high risk visits will be unannounced except where this would hamper the effective auditing of the businesses operations. A clear rationale will be recorded where this becomes necessary.</p>		
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			<p>We have introduced a Performance Management framework where we will formally review our performance in critical areas like Food Enforcement on a minimum of a quarterly basis.</p> <p>Inevitably, officers will need to spend more time conducting high risk inspections and this might reduce our capacity to meet inspection targets. Therefore, we have recorded this as a financial pressure for the service.</p>		
Procurement	Review current practice in procurement and determine the role of the Council's Public Protection Service in evaluating the effectiveness of	<ul style="list-style-type: none"> • What systems, processes, strategies and policies does the Council have for the effective procurement of food which is safe to eat? • How effective are the 	We have had a number of productive meetings with procurement colleagues which	Development and production of formal policies and procedures by Client Catering to support improved practices	End March 2010

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	procurement practice in relation to food safety.	<p>systems, processes, strategies and policies in ensuring food which is procured is safe to eat?</p> <ul style="list-style-type: none"> • What role should the Public Protection Service take in evaluating whether the systems, processes, strategies and policies are effective in ensuring food which is procured is safe to eat? • How does the Council propose to periodically and systematically review the systems, processes, strategies and policies to ensure food which is procured is safe to eat? 	<p>have resulted to a number of improvements to current policies and processes.</p> <p>We believe the role of the Public Protection Service should be to act as and independent 'critical friend' so that we can objectively evaluate the policies, systems and processes undertaken by procurement colleagues so that the Council can be confident that the shortfalls' identified in Pennington's report are effectively addressed in Flintshire</p>	introduced.	
	Review current policy and practice to ensure all schools in Flintshire have adequate toilet and hand	<ul style="list-style-type: none"> • What steps has the Council taken to ensure that adequate toilet and washing facilities exist in all Flintshire schools? • What is the current 	We have taken a number of steps to raise the profile of good hygiene practice in Schools	Formalised liason with Lifelong Learning and Corporate Health and safety to enable accurate	End March 2010

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School and Hygiene	washing facilities	<p>position regarding the availability of adequate toilet and hand washing facilities in Flintshire schools?</p> <ul style="list-style-type: none"> • What level of awareness and understanding is there of the need for effective hygiene practice in Flintshire schools among managers, governors, staff, and pupils in Flintshire schools? 	<p>including an on-going “Effective Handwashing Project” in schools. This ongoing programme of awareness raising should continue with colleagues from Lifelong Learning and the schools themselves doing all they can to maintain the programme of awareness raising around good hygiene practice.</p>	assessment and programme of actions as required.	
Learning Lessons	<p>Review the Report in detail, identify the critical lessons from the Inquiry and ensure their effective implementation across the Council.</p> <p>Develop a clear, comprehensive and timely programme to ensure the necessary improvements are fully and effectively implemented across the</p>	<ul style="list-style-type: none"> • What steps have we taken to systematically review all systems, processes, strategies and policies to ensure the lessons identified in the Inquiry are fully addressed in practice? • How will the Council demonstrate that the critical lessons have been properly considered, evaluated and implemented? • What governance arrangements will need to 	<p>The service began to review its policies, systems and processes as soon as the E-coli outbreak was reported in South Wales. Many of the recommendations which subsequently appeared in the Report had been considered and appropriate actions</p>	Formal assessment of Resource and other implications following formal Management Review.	End May 2010

PUBLIC PROTECTION SERVICE

E-coli Public Enquiry

Improvement Plan October 2009

	Council	<p>be developed to ensure the Council is satisfied that the Inquiry's Recommendations have been fully considered and implemented?</p> <ul style="list-style-type: none">• What ongoing governance arrangements does the Council wish to employ to ensure that the recommendations and standards are maintained over time?• What are the resource implications arising from the Report and in implementing its recommendations in full?	<p>taken to address them</p> <p>Whilst we remain confident that our policies, systems and processes are robust, we are not complacent. We therefore continually strive to a culture of, continuous improvement.</p>		
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **CARBON REDUCTION STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To submit to Executive for approval the Carbon Reduction Strategy jointly developed with The Carbon Trust.

2.00 BACKGROUND

2.01 Climate Change has been recognised internationally as probably the most important challenge facing the world, and our carbon dioxide (CO₂) emissions in Flintshire contribute to this growing problem .

2.02 It is recognised that carbon emissions from previous decades will result in increased global temperatures in future years, irrespective of our current actions. There is however worldwide acceptance that we must limit the rise in global temperatures to no more than 2 degrees Centigrade if potentially catastrophic climate change is to be avoided. The attached strategy is intended to demonstrate Flintshire County Councils' commitment to this challenge, with the intent to significantly reduce our own carbon emissions and help to mitigate future environmental impact .

2.03 This strategy has also been developed to address the many existing and proposed legislative requirements and carbon reduction targets set by the European Union, U.K. Government and Welsh Assembly Government, in order to reduce carbon emissions, reduce our dependence on finite fossil fuels and reduce our revenue costs for energy.

2.04 Energy use and the potential for notable rises in utility prices have been identified as a significant risk in the Councils Strategic Assessment of Risks and Challenges (SARC)

2.05 Local Government is expected to lead by example; an important element of our community leadership role with our partners. Climate change flood risk has been identified as a significant "Community Leadership " issue within our strategic assessment of risks and challenges. Failure to act on information in respect of the potential consequences of climate change puts our community at risk and leaves us open to the charge of poor governance.

Date: 10/11/2009

- 2.06 The Carbon Trust was set up by Government in 2001 as an independent company. Their mission is to accelerate the move to a low carbon economy by working with organisations to reduce carbon emissions and develop commercial low carbon technologies.
- 2.07 This report and attached strategy, supports the Executive report of the 3 June 2008 which approved the development of a Carbon Reduction Strategy to achieve a 60% reduction in carbon emissions from Council buildings over a twelve year period.

3.00 CONSIDERATIONS

- 3.01 The Executive report of the 3rd June 2008 identified 2005/06 as the proposed base year, however following further consideration a revised base year of 2007/08 has been selected, against which the 60% reduction targets will be measured. There were a number of considerations that led to this decision:

Firstly, 2005/06 was a colder than average year, which means that our fuel use and actual carbon emissions were higher than average. Although weather correction is designed to compensate for these variations, it does not take into account the greater efficiency at which boilers operate in cold conditions. Thus, the carbon emissions for 2005/06 are skewed, making our 60% target more difficult to achieve.

Additionally, significant installations of I.T. equipment have occurred, particularly in our schools in the intervening years and their emissions will not have been accounted for if 2005/06 were to be used as the base year.

The year 2007/08 has therefore been selected because it was closer to the 20 year average in terms of annual temperatures, and more accurate records of our energy use are now known.

- 3.02 During (2008/09) our carbon emissions from County Buildings were 16,714 tonnes with interim reduction targets set within the strategy of 20% reduction by 2012/13, 40% reduction by 2016/17, with the final target of 60% in 2020/21. These targets have been aligned with political terms to provide greater flexibility in the direction taken by Flintshire County Council to achieve the targets should the need arise.
- 3.03 Annual reports will be produced, plotting progress in both absolute terms i.e. actual Kwh's used, and in a weather corrected format to normalise consumption against any variance in severity of weather. Quarterly reports will also be analysed using comparative means to ensure individual sites are at least maintaining or improving against the previous years consumption for that period. Where sites have exceeded their "target" the site managers will be contacted and reasons for any increase sought. These quarterly consumption reports will be submitted to Corporate Management Team with

comments via the Head of Technical Services. They will also be entered quarterly into Ffynnon our performance management system . This monitoring will track our progress against the interim targets as set out in the attached strategy document, allowing corrective action to be taken should we fall behind the target.

- 3.04 There are many factors that will affect our future performance, and our annual carbon reductions are most unlikely to occur in a linear manner. Some years such as 2008/09 will see an actual increase in consumption which was at least in part due to colder weather, whereas other "milder years" will yield significant reductions.
- 3.05 An interactive workshop was held in November 2008 with senior managers and interested officers and chaired by the Energy Consultants "esd" who had been appointed by The Carbon Trust; many ideas and actions suggested at this workshop have been included in the proposed Carbon Reduction Strategy.
- 3.06 One piece of legislation that will have a significant impact on Flintshire County Council is the Carbon Reduction Commitment (CRC). Now renamed the CRC Energy Efficiency Scheme. This is a Carbon Trading scheme that will commence in April 2010 and will require us to buy carbon allowance to cover our emissions. Initially the cost of the allowances is set at £12 tonne of CO2 equivalent, but after an introductory period of three years the independent body overseeing the scheme will reduce the number of allowances available in order to "encourage" energy reduction. The purpose of this being to incentivise large organisations to invest in energy efficiency projects to reduce their carbon footprint, rather than buy allowances at an ever increasing cost.
- 3.07 Flintshires' Carbon Reduction Strategy has also influenced our Local Service Board partners to develop their own Carbon Reduction Strategy. This will encourage and enable cross fertilisation of ideas and actions amongst all members, and will demonstrate good practice and a willingness to lead by example.
- 3.08 The Carbon Reduction Strategy is also being considered in the development of the Corporate Asset Management plan, since asset management will have a crucial role to play in achieving the 60% carbon reduction target.
- 3.09 Following adoption of this Strategy a revised Action Plan will be developed to ensure as far as is reasonably practicable, that energy is utilised as efficiently as possible with the absolute minimum of wastage. Staff will be actively encouraged to engage in carbon and energy reduction by an energy awareness campaign and an 'e' learning module.
- 3.10 A 60% carbon reduction target over a 12 year period is challenging, but is achievable if every employee plays their part. It will call for strong leadership

to ensure that the principle of carbon/energy reduction is one of our prime objectives since such a target cannot be achieved unless the correct ethos is adopted throughout the Authority.

- 3.11 Flintshire is well positioned to deliver this Carbon Reduction Strategy and, subject to the CRC Energy efficiency outlined in 3.06 above and 5.01(a) below, it is not anticipated further resources will be required other than for all employees to play their part. This will either be in their professional capacity within the Authority or from collective action by all to work in a sustainable way to minimise waste.

4.00 RECOMMENDATIONS

- 4.01 That Executive approve the Carbon Reduction Strategy .

5.00 FINANCIAL IMPLICATIONS

- 5.01 As detailed in the Executive report dated 3 June 2008 and shown below.

- 5.01a With solid foundations for energy saving and carbon reduction already in place it is considered unlikely for there to be any additional costs in the foreseeable future, and is subject only to the continuation of the invest to save programme, and the enhanced capital maintenance programme.

The only additional cost for consideration is the Legislative requirement under the CRC Energy Efficiency scheme, which will require us to purchase permits to emit carbon dioxide (current cost estimate £270k pa). However the actions proposed in the attached Carbon Reduction Strategy are intended to and will help to mitigate our exposure to such costs.

- 5.01b An invest to save capital programme was established two years ago, with future indicative capital funding identified for the next two years; a similar situation in terms of indicative funding applies to the maintenance capital budget.
- 5.01c Reduced consumption and hence energy costs along with enhanced asset value will result from this investment.
- 5.01d The financial savings accrued from greater efficiency will continue to be invested in further projects, throughout the period covered by any Carbon Reduction Strategy. This is in line with the recycling of savings detailed in our revised Energy Policy approved by Executive on the 19th Feb 2008.
- 5.02 As reported in Table 4 of the Carbon Reduction Strategy, Flintshire County Council can expect significant revenue savings from the Strategy. The total aggregated savings are calculated to be £14.8m when compared to a do nothing scenario (see figure 2). Annual savings should rise over the period covered by the strategy to £2m in the financial year 2020/21 compared with

the base year. This is based on today's energy costs and excludes any assessment of inflation.

6.00 ANTI POVERTY IMPACT

6.01 As stated in the report of 3 June 2008, whilst the main thrust of this Strategy will be to reduce the Council's Carbon Footprint and make us more energy efficient, we in leading by example also aim to influence the public and local partners to install or build increasingly sustainable homes that will reduce the incidence of fuel poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 Of significant benefit as the mechanisms already in place (through our Invest to Save programme) will enable the Authority to reduce its Carbon emissions through greater energy efficiency and the use of low carbon technologies.

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

11.00 CONSULTATION UNDERTAKEN

11.01 Senior Officers and stakeholders, Carbon Footprint Group, Policy Officer (sustainability) Carbon Trust.

12.00 APPENDICES

12.01 Carbon Reduction Strategy,

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

None

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Flintshire County Council 60% Carbon Reduction Strategy



Date 10th July 2009
Version number: 1.3
Owner: Will Pierce



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Flintshire County Council
60% Carbon Reduction Strategy



APPENDIX 1 - ENERGY COST FORECASTING

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EXECUTIVE SUMMARY

Flintshire County Council has committed to a carbon reduction strategy targeting 60% reductions in carbon emissions in 12 years. This document outlines the Council's approach to implementing this strategy.

Drivers for Change

There are a number of internal and external drivers that are impacting on the Council that make this challenging target important for the authority to tackle. Financially, Flintshire County Council is experiencing significant price rises on energy and this trend is likely to continue. In 2007/08 Flintshire spent £3.6m on energy. In 2008/09 prices rose by nearly 40% on electricity, gas and oil, resulting in energy costs of around £5m for the year

Directorate Roles

Environment, Lifelong Learning and Community Services each have key roles to play in the delivery of the plan, but a co-ordinated effort across all Directorates will be essential. All service areas will have action points that should be incorporated into service area plans to support this strategy.

Targets

Annual and milestone targets have been set based on four implementation work streams:

- Good housekeeping – good energy management, staff awareness and training. We would expect 10% of the target to come from this work which can be achieved in the first 5 years.
- Energy efficiency projects – these are energy and building infrastructure type projects such as insulation, boiler upgrades, voltage optimisation etc. that require some capital investment. Energy and carbon savings of approximately 20% are achievable in Flintshire with a concerted programme spanning the full 10 years.
- Asset management – including asset rationalisation, shared use of properties with other public bodies and exemplary design of new and refurbished properties. These opportunities are principally driven by other needs within the authority, but can assist with around 10% carbon reductions. The longer term nature of this work suggests that these savings will be seen in the second half of the 10 year period.
- Renewable and low carbon energy sources – biomass heating, CHP systems, wind power and photovoltaics. There will be many opportunities to integrate these systems into Flintshire's buildings over the 10 year period, and we would expect 20% carbon savings to come from this area of work.

A set of milestone carbon reduction targets have been produced for the Council and these are shown in the table below:



Flintshire County Council
60% Carbon Reduction Strategy



2007/08 Baseline – 16,306 tCO₂

	07/08	08/09	12/13	16/17	20/21
% saving target			20%	40%	60%
CO2 emissions target	16,306	16,714 (Actual)	13,045	9,784	6,522

Funding

A regenerative funding model is being agreed that will recycle financial savings achieved through energy efficiency projects back into the financing of new projects. The model requires a total priming fund of £1.6m spread over the first 5 year after which the fund will become largely self financing. Based on the energy saving performance of invest to save projects alone his initial investment will be paid back in the second half of the 10 year period. If savings from good housekeeping measures are included this sum may be repaid within the first 5 years.

Financial Savings

The annual financial savings Flintshire can expect from reduced energy costs in 2020/21 are £2m with cumulative savings over the whole ten year period totalling £14.8m. This is based on today's cost of energy and does not include the investment required in energy efficiency projects identified above.

Resources

It will be necessary for appropriate resource to be channelled into this programme, and this will be met by the existing Energy Unit with support from others across the Council.

Governance

It is proposed that the programme will be managed through a Carbon Management Project Board reporting to the Councils Executive. Projects will be co-ordinated by the Energy unit that will report up to the Project Board

Communications and Training



Flintshire County Council 60% Carbon Reduction Strategy



Communications and training are a crucial element to the success of this programme. It will be necessary for the marketing team consisting of the Environmental Champions and the Council's Corporate Communications Manager, with key staff from HR, training and the energy team to develop a communications and training plan. This will ensure the Carbon Management strategy is understood, accepted and engaged with by all staff at all levels of seniority.

Next Steps

The following immediate steps are recommended to move this strategy forward into implementation:

- Establish the Carbon Management Project Board
- Embed the target into the Flintshire Improvement Plan, Directorate Business Plans and Service Business Plans
- Develop a comprehensive communications and training programme
- Develop a comprehensive project sheet of carbon saving opportunities with costs, carbon savings, timescales and responsible persons clearly identified. This has already begun in Appendix 1.
- Embed the funding agreement into Council practice and assign sufficient funds to 'prime' the funding mechanism for carbon saving projects



1 INTRODUCTION

1.1 Background to the 60% Carbon Reduction Strategy

In 2007 Flintshire County Council were invited by the Carbon Trust to commit to a challenging carbon reduction policy as a member of the Consortium of Local Authorities in Wales (CLAW). This commitment was translated into a firm target of a 60% reduction in carbon dioxide emissions from non-residential buildings in 12 years.

Cardiff City Council made a similar commitment last year whilst Denbighshire, Wrexham, Caerphilly and others are also working on their long term carbon strategies. The Carbon Trust acted as the coordinator for the CLAW declaration and has funded a programme of works to assist Flintshire CC in the development of a strategy to implement these carbon reductions.

1.2 Document Purpose

This document:

- summarises the overall Strategic Direction for Flintshire CC regarding Carbon Management
- details the Council's emissions baseline and forecasts for future emissions in order to meet the 60% reduction target
- demonstrates the business case for carbon management
- details milestone targets to be achieved at 3,6,9 and 12 year intervals to ensure the 60% target is met
- sets the strategic framework for delivery of the targets, i.e. via the Councils Corporate Plan and Service Area Business plans
- establishes the required Governance arrangements for Carbon Management in Flintshire CC
- outlines the regenerative funding model to be used in financing the required resources

1.3 Strategic Plan Timescales

The carbon emissions baseline is derived from 2007/08 energy consumption data and outlines the 12 year strategy from the beginning of the financial year 2008/09 through to the end of 2020/21.

1.4 60% Carbon Reduction Strategy Sign-off

The 60% Carbon Reduction Strategy has been developed by the Council's Energy and Water Conservation Team with the assistance of the Carbon Trust in Wales. **This Strategy will be reported to the Executive Committee for approval.**



1.5 Drivers For Change

A number of internal and external drivers for change exist which are focused towards Flintshire CC reducing its carbon emissions. These are in addition to the significant financial savings which are discussed in the Value at Stake section of this document.

- Energy costs
- Lead stakeholder and business communities by example
- Display Energy Certificates
- Carbon Reduction Commitment
- WAG zero carbon aspiration for new buildings
- Climate Change Bill – 80% cut by 2050
- EC Climate and Energy Policy – 20% cut by 2020
- Energy Part 7a and 7b: Welsh Assembly Policy Agreement 2004/2007
- Welsh Assembly Sustainable Development Action Plan



2 EMISSIONS BASELINE AND PROJECTIONS

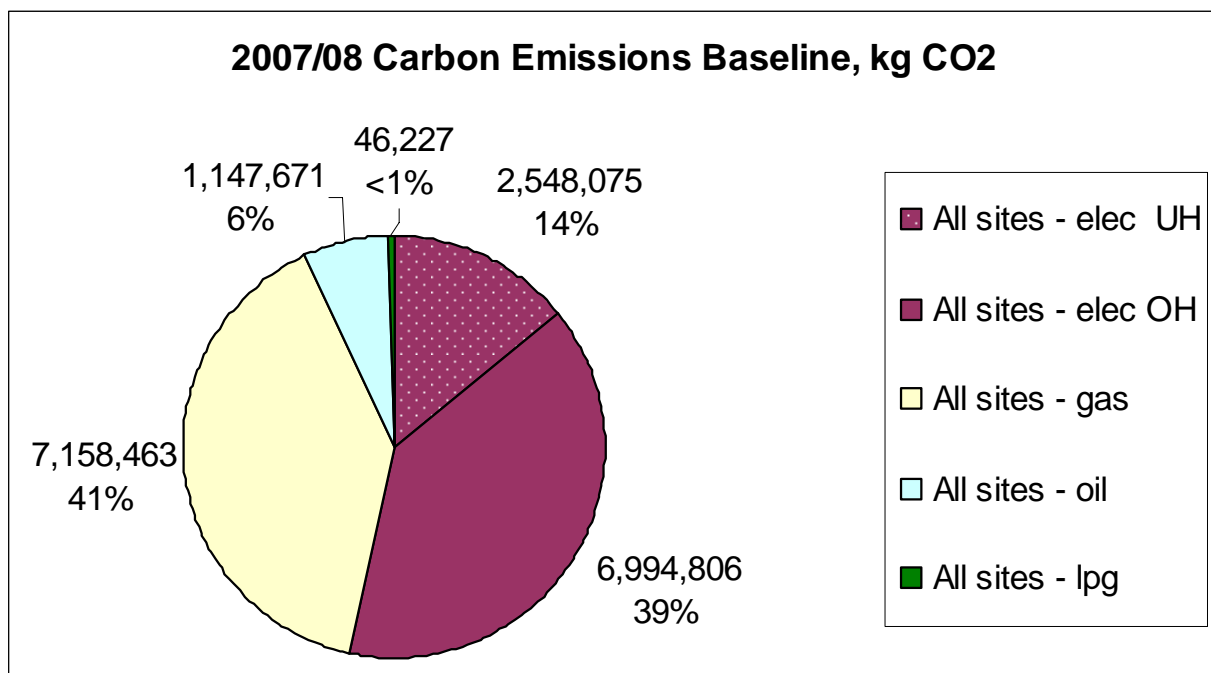
The following baseline and value at stake calculations are based on 2007/08 figures for Flintshire’s energy consumption.

2.1 CO₂ emissions

The carbon emissions calculated for Flintshire County Council non domestic buildings in 2007/08 is c.16,306 tonnes of CO₂. The breakdown by fuel type is shown in figure 1 below with electricity accounting for 53% and fossil fuels the remaining 47%.

The Electricity emissions are shown in two parts to highlight the two contracts, U.H (under 100kw demand) and O.H (over 100Kw demand) sites

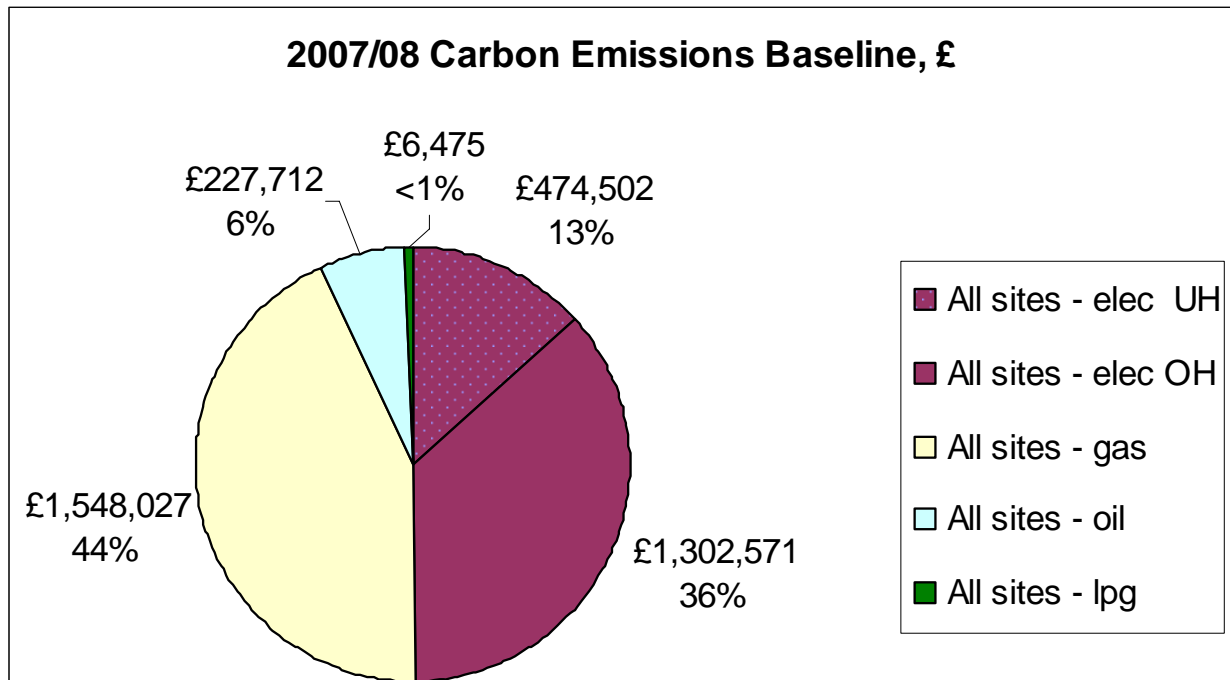
Figure 1 – Carbon Baseline



2.2 Carbon related costs

The total cost for the council for this energy consumption was £3.6m (2007/08), with heating accounting for around 51% of the costs and electricity around 49%.

Figure 2 – Financial baseline



Flintshire County Council has experienced energy price rises of around 40% this year taking the expected bill for 2008/09 to £5m.

A reasonable estimate of a 10% annual rise from there on will take the energy bill at today's consumption rate to around £14m in 2020. (NB -This is an undiscounted estimate)



3 60% CARBON MANAGEMENT STRATEGY

Following Executive agreement of the 60% carbon reduction target (Executive report - 3rd June 2008 entitled Development of Carbon Reduction Strategy) during the period 2008/09 to 2020/21, the Council, with the Carbon Trust, has produced this strategy document for reducing carbon emissions as a result of a number of consultations which include:

- A preliminary meeting with the Chief Executive and Corporate Directors to discuss the major issues to implementing the strategy
- Stakeholder workshop with the Lead Councillor, senior managers and Heads of Service
- Discussion with senior finance officers regarding a funding model
- Input from the energy management team
- Input from the Carbon Trust in Wales.

3.1 Approach

Achieving an ambitious target of 60% carbon reductions in twelve years is a genuine challenge for Flintshire, but one that can be met by a systematic approach with clear targets and a commitment to the appropriate resources.

This strategy is based on an implementation plan that draws on energy and carbon savings that can be achieved through four distinct streams of work, each of which contributes to the total 60% reduction target.

Carbon Reduction Work Streams:

- Good housekeeping – good energy management, staff awareness and training. We would expect 10% of the target to come from this work which can be achieved in the first 5 years.
- Energy efficiency projects –these are energy and building infrastructure type projects such as insulation, boiler upgrades, voltage optimisation etc. that require some capital investment. Energy and carbon savings of approximately 20% are achievable in Flintshire with a concerted programme spanning the full 10 years.
- Asset management – including asset rationalisation, shared use of properties with other public bodies and exemplary design of new and refurbished properties. These opportunities are principally driven by other needs within the authority, but can assist with around 10% carbon reductions. The longer term nature of this work suggests that these savings will be seen in the second half of the 10 year period.



Flintshire County Council 60% Carbon Reduction Strategy



- Renewable and low carbon energy sources – biomass heating, CHP systems, wind power, anaerobic digestion and photovoltaics. There will be many opportunities to integrate these systems into Flintshire’s buildings over the 12 year period, and we would expect 20% carbon savings to come from this area of work.

These implementation work streams are discussed in greater detail in section 5.2.

Flintshire County Council’s commitment to this target and strategy will be incorporated into the Council’s top level Corporate Planning documents and processes, it will also link to the Strategic Assessment of Risks and Challenges to ensure total commitment throughout the organisation. A co-ordinated approach across the entire council will need to be reflected in individual Directorate Business Plans and Service Business Plans, addressing the specific roles each area has to play in the broader council-wide strategy.

3.2 Directorate roles

Environment

This Directorate will need to take a lead role in driving the carbon management agenda. The majority of opportunities will fall within the remit of the Environment Directorate. Many of the savings across the other directorates will actually result from work undertaken within the Environment Directorate

Lifelong Learning

Education accounts for a significant proportion of the carbon emissions and will be a crucial area for carbon savings. Good working relationships with the Heads at each school will be essential, as will a clear financing model to fund the energy saving opportunities.

Culture and Leisure also account for a significant proportion of carbon emissions and their active engagement and involvement in this programme will be essential.

Community Services

This Directorate has responsibility for Flintshire County Council Housing stock and Older People Homes. Whilst the housing element is not part of this Carbon Reduction Strategy (it is covered by other targets such as the Welsh Housing Quality Standard) several Council Offices and the Older Peoples Homes are an integral part of the Councils portfolio of buildings and have the ability to contribute significantly to the overall target.



Flintshire County Council
60% Carbon Reduction Strategy



Common to all Service Departments is a need to commit and support a system of Energy Monitoring and Targeting. Good reliable data will be required to manage emissions effectively across the Local Authority and will form the basis of any interim targets set for individual Directorates and Service Areas. Ideally the monitoring and targeting system will be automated to reduce staff resources spent on this activity, but there will be a requirement from all areas to assist with this data provision where automation is not possible or delayed. Good quality energy data will become increasingly essential with the advent of the Carbon Reduction Commitment.

3.3 Milestones and targets

The following milestone targets have been agreed for Flintshire County Council which breakdown to around 5% savings every year. The Milestone years are every 4 years to be aligned with the political terms.

Table 1. CO₂ reduction targets and milestones

2007/08 Baseline –16,306 tCO₂

	07/08	08/09	12/13	16/17	20/21
% saving target			20%	40%	60%
CO₂ emissions target	16,306	16,714	13,045	9,784	6,522

It is suggested that these milestone targets are related directly in Directorate Plans.

3.4 Strategy Reviews

The regular review of progress is an iterative process whereby targets and resources can be adjusted for individual service areas as required to meet the total Council target of a 60% reduction in carbon emissions.

In addition to annual reports on progress against annual and milestone targets that will be embedded within business plans, it will also be necessary to conduct full reviews following each of the milestone years.

The reviews will take place within the first quarter of the year following the milestone date and will reassess the targets set out above to incorporate developments to the Council’s ongoing strategy and asset portfolio. The revised targets following the 4 year milestone should reflect the ability of individual Directorates to deliver a greater proportion of the total carbon savings than others with greater limitations.



Flintshire County Council 60% Carbon Reduction Strategy



Following the initial raft of energy saving work that will be implemented in the first 3 to 5 years, it will become necessary to address longer term and more strategic opportunities. These will also offer greater carbon savings, and it will therefore be possible for certain Directorates to achieve higher targets than others where such strategic opportunities are limited.



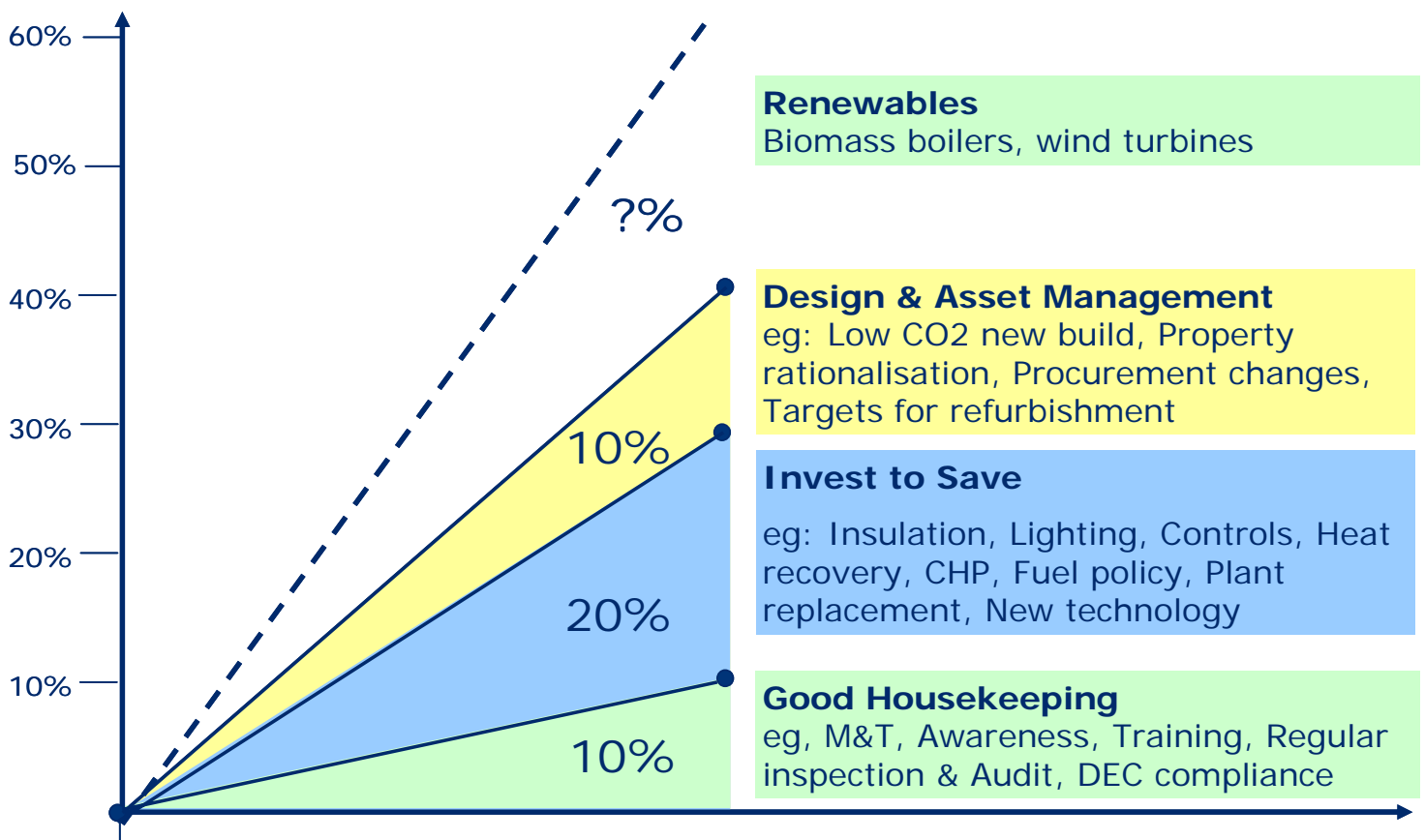
4 IMPLEMENTATION

4.1 Major opportunities

Carbon reduction opportunities should follow the hierarchy detailed below, with energy efficiency measures and demand reduction projects prioritised over low and zero carbon energy generation.

It should be noted that many opportunities are already identified and are being progressed, either as energy reduction projects or for other aligned efficiency objectives, such as a proactive asset management plan

Figure 1 – Hierarchy of opportunities





4.2 Implementation work streams

The four carbon reduction work streams broadly follow this hierarchy with energy efficiency and good housekeeping driving the majority of savings in the first 5 years and asset rationalisation and renewable and low carbon technologies playing a major role in the latter period.

1. Good Housekeeping: Years 1 – 5

Low cost initiatives and good management should achieve 10% carbon savings in this period. Priority activities include:

- Communications and awareness campaigns to engage all staff
- Staff training of key personnel
- Regular programme of maintenance and inspection audits to manage infrastructure to optimum efficiency
- Monitoring and targeting systems with commitment across all service areas to assist with data collection, combined with appropriate reporting lines
- Compliance with Government regulations such as Display Energy Certificates and the CRC.
- Display Energy Certificate audits to buildings above 500 M² (the legislative requirement is 1000M²) will identify further opportunities to save energy.

2. Energy Efficiency: Years 1 – 12

Invest to save energy efficiency projects will achieve a further 20% over a ten year plan with appropriate funding commitments as described in section 5. Projects are likely to achieve simple paybacks of 5 years or less:

- Fabric and plant insulation
- Lighting efficiency upgrades
- Controls
- ICT efficiency projects such as server virtualisation
- Heat recovery / free Cooling
- Combined heat and power (CHP)
- Plant replacement and new technology (voltage optimisation)
- Fuel policy to switch to renewables. Any existing or new boiler replacement projects should aim to switch to biomass heating wherever possible and prioritised where oil is the current fuel.



Priority should be given to the poorest performing buildings and the larger more energy intensive sites and where replacement or refurbishment programmes are already identified.

3. Asset Management: Years 5 – 12

Design and Asset Management can achieve significant demand reductions of around 10%. Flintshire is currently revising its Corporate Asset Management Plan and while carbon considerations are unlikely to be the driving force for changes, the cost savings associated with reduced energy consumption will contribute to the business decision making process. Opportunities are likely to come from:

- Property rationalisation through reduced, but more efficient assets managed by Flintshire
- Shared property opportunities with other public sector bodies such as the Police and Fire Brigade to maximise efficient use of existing buildings.
- All new builds will be built in line with the Welsh Assembly's targets aspiring for zero-carbon by 2011

All refurbishments to be built to stringent carbon reduction standards beyond Building Regulation requirements. In consideration of achieving these standards we will review Finance and Revenue implications, and the impact energy use and carbon emissions have on resulting Display Energy Certificates (DEC's) with the aim to improve a building by 2 grades following refurbishment, i.e. a current "D" rated building would become a "B" rated building . An important element in this goal will be to minimise the amount of electricity consumed in our buildings. The investment programme will therefore be driven by targeting the poor performing and energy intensive sites.



4. Renewable Energy: Years 1 – 12

Renewable and low carbon technologies will be an essential element to achieving the full 60% carbon reduction target. Technologies such as CHP are best implemented as part of existing energy infrastructure replacement projects and where refurbishments or new-builds are taking place. It is possible to begin implementing renewable and low carbon technologies from year one as part of the boiler replacement projects already identified, but opportunities will increase through the ten year period as confidence and experience grows, and due to the long lead in time on some of these projects.

Technologies that are likely to contribute are:

- Gas CHP
- Biomass heating and CHP
- Wind turbines (medium to large scale)
- Solar thermal
- Photovoltaic panels
- Ground source heat pumps



5 FINANCING, SAVINGS AND TARGETS

5.1 Invest to save energy efficiency projects

The invest to save energy efficiency projects will require an ongoing commitment to ensure sufficient resources are in place to deliver the required savings. A regenerative funding model has been developed that will recycle savings back into invest to save projects with the goal of becoming largely self financing after a 5 year period. The scheme will require £1.6m prime funding distributed over the first five years. This will be repaid through energy cost savings over the following 5 year period based on these projects alone. The prime funding can be repaid much earlier, within the first five years, through the inclusion of savings made from good housekeeping and asset management.

Table 2 outlines the regenerative funding scheme and shows it will achieve 20% savings over the full 12 year period based on a conservative assumption of a five year payback for the funded projects. The plan suggests a fixed annual investment of £525k over the first 5 years to establish the basic funding package. From year six onwards the invest to save fund is reduced with a proportion of the savings being repaid back to the centre so making the 12 year package revenue positive. Also, as the programme progresses the opportunities for further energy efficiency projects is diminished and the investment pot is reduced to reflect this, though various pressures to invest in renewable energy systems are likely to have increased.

Table 2. Invest to save energy efficiency funding mechanism

Base Energy Bill £ k	£5,000	
Annual Investment over first 5 years	10.5%	£525/yr
Assume Payback Period	5	yrs

	£' 000	Totals	1	2	3	4	5	6	7	8	9	10	11	12	13
			2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Investment Profile	£5,255		£525	£525	£525	£525	£525	£420	£399	£374	£344	£307	£285	£262	£239
Energy Efficiency Annual Savings				£105	£105	£105	£105	£105	£84	£80	£75	£69	£61	£57	£52
Energy Efficiency Cumulative Savings	£7,316			£105	£210	£315	£420	£525	£609	£689	£764	£832	£894	£951	£1,003
Capital to Find From Centre	£1,575		£525	£420	£315	£210	£105								
Payback to Centre	£3,636							£105	£210	£315	£420	£525	£609	£689	£764
% Savings of Energy Bill				2%	4%	6%	8%	11%	12%	14%	15%	17%	18%	19%	20%

5.2 Energy saving opportunities and financial savings

Good housekeeping and asset management will also contribute to saving energy and associated costs but will not require invest to save funding in the same way as the above.



Flintshire County Council 60% Carbon Reduction Strategy



- Good housekeeping opportunities are typically low cost and about better management and communications, and can be absorbed into the normal operation of the Authority.
- Asset management projects are typically driven by other factors and funded through other streams, but the energy and carbon savings can be a significant element to these opportunities

Table 3 below shows how these opportunities along with the invest to save energy efficiency projects build up to a total of 40% energy savings in year 12.

Table 3 – Percentage energy savings from the three energy reduction work streams

% Energy Savings (cumulative)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Energy Efficiency Projects	0%	2%	4%	6%	8%	11%	12%	14%	15%	17%	18%	19%	20%
Good Housekeeping	2%	4%	6%	8%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Asset Management	0%	0%	0%	0%	0%	1%	2%	3%	4%	5%	6%	8%	10%
Total	2%	6%	10%	14%	18%	22%	24%	27%	29%	32%	34%	37%	40%

The annual financial savings Flintshire can expect in 2017/18 are £518k, with cumulative savings over the whole ten year period totalling £2.8m. Table 4 below shows the financial savings available to Flintshire through achieving these energy reduction targets.

Table 4 – Financial savings from the three energy reduction work streams

Financial Savings (cumulative £)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Energy Efficiency Projects	£ -	£ 105	£ 210	£ 315	£ 420	£ 525	£ 609	£ 689	£ 764	£ 832	£ 894	£ 951	£ 1,003
Good Housekeeping	£ 100	£ 200	£ 300	£ 400	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500
Asset Management	£ -	£ -	£ -	£ -	£ -	£ 50	£ 100	£ 150	£ 200	£ 250	£ 300	£ 400	£ 500
Total	£ 100	£ 305	£ 510	£ 715	£ 920	£ 1,075	£ 1,209	£ 1,339	£ 1,464	£ 1,582	£ 1,694	£ 1,851	£ 2,003
Aggregated Savings	£ 100	£ 405	£ 915	£ 1,630	£ 2,550	£ 3,625	£ 4,834	£ 6,173	£ 7,636	£ 9,219	£ 10,912	£ 12,763	£ 14,766

5.3 Energy costs forecasting

The above analysis is based on today's energy costs with no inflationary rates or discount rates factored in. An analysis of likely future energy costs based on predicted energy price rise forecasts published by BERR is given in Appendix 1. These present



Flintshire County Council 60% Carbon Reduction Strategy



some headline figures that demonstrate how the cumulative impact of regular price rises in energy costs will have a significant impact on the total energy bill for Flintshire.

5.4 Total carbon reduction targets

The above analysis can be combined with the potential for renewable and low carbon technologies to reduce carbon emissions by a further 20%. The rate of inclusion of these technologies is skewed to account for a slower implementation in the early years and higher rates in the latter years due to long lead in times on some projects and the need to establish experience and confidence in these opportunities. However, there will be opportunities for renewable and low carbon technologies to be implemented from year 1. Table 5 shows the full carbon reduction targets for each work stream and how the milestones and total 60% targets can be achieved.

Table 5. Energy saving and renewables carbon reduction plan

%Carbon savings (cumulative)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Energy Efficiency													
Projects	0%	2%	4%	6%	8%	11%	12%	14%	15%	17%	18%	19%	20%
Good													
Housekeeping	2%	4%	6%	8%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Asset													
Management	0%	0%	0%	0%	0%	1%	2%	3%	4%	5%	6%	8%	10%
Renewable & Low													
Carbon	0%	0%	0%	1%	2%	3%	5%	7%	9%	11%	14%	17%	20%
Total	2%	6%	10%	15%	20%	25%	29%	34%	38%	43%	48%	54%	60%



6 RESOURCES, GOVERNANCE AND REPORTING

6.1 Resources

Currently the energy management team is well resourced with four members of staff supporting Will Pierce as the Energy Manager. The Energy Unit consists of:

- Will Pierce - Energy Manager
- Paul Kindlin - Energy Conservation Building Surveyor
- Les Evans - Energy Conservation Engineer
- Leanna Jones - Home Energy Conservation
- Keith Leonard - Technical Support Officer

This team will be responsible for the co-ordination of the energy reduction work which will be carried out by themselves and other key staff across the organisation. The Energy Unit will require access to a multi-disciplinary team across the whole authority to ensure the successful implementation of all the opportunities

6.2 Governance

A formal Project board will be set up to oversee the strategy and its implementation over the coming years. The group's remit will not be to take the responsibility for delivery of specific opportunities as this will lie with the relevant Heads of Service and the Energy Unit, but it should act as the co-ordinating body monitoring progress, directing resources and releasing blockages as necessary. The Project board group will be chaired by the Director for the Environment and the following are suggested as other members:

Councillor Sponsor – perhaps Cllr Arnold Woolley

Head of Finance, or other senior finance representative

Energy Manager - Will Pierce



6.3 Reporting

An annual report on progress against annual and milestone targets will be produced by the Energy team for review by the Project board and the Corporate Management team. In addition the Energy Manager will report up to the Project board every six months.

6.4 Communications and Training

Communications and training was identified as critical success factor in the stakeholder workshop. A clear communications and training plan needs to be developed in association with the Flintshire CC Corporate Communication Manager that will cover the following items given in table 7.

Table 7 – Suggested Training plan

Who	What
Caretakers in schools and other buildings	<ul style="list-style-type: none"> • heating and lighting control • maintenance regimes for maximised efficiencies
Supervisory level staff	<ul style="list-style-type: none"> • Awareness of the programme • Implications for their work area and staff • How to communicate ideas and issues up the chain
Heads of Service	<ul style="list-style-type: none"> • Awareness of the programme and service area targets • Implications for their work area and staff • The funding mechanism for carbon reduction projects
Inductions	<ul style="list-style-type: none"> • Awareness of the programme • Corporate, Directorate and service area targets • Requirements from staff - what is their role?

A long running communications and awareness campaign will be essential for the success of the project. It should be noted that in order to achieve the significant cultural shift in staff awareness and knowledge on carbon management a communications programme lasting the duration of the 12 year project will be required.



Flintshire County Council 60% Carbon Reduction Strategy



Key messages and opportunities are:

- Drivers for change – why the council is doing this? What are the benefits?
- Positive actions all staff can take. Roles and responsibilities
- Incentivisation for staff with responsibilities – rewards for good performing service areas
- Regular communication of progress on service area and council-wide targets, both up to Executive level and across to all staff
- Focus on an annual green day event
- Use of school eco-committees



7 NEXT STEPS

The following immediate steps are recommended to move this strategy forward into implementation:

- Establish the Project board
- Embed the target into the Corporate Plan, Directorate Business Plans and Service Business Plans
- Develop a comprehensive communications and training programme
- Develop a comprehensive project sheet of carbon saving opportunities with costs, carbon savings, timescales and responsible persons clearly identified.
- Embed the funding agreement into Council practice and assign sufficient funds to 'prime' the funding mechanism for carbon saving projects

APPENDIX 1 - ENERGY COST FORECASTING

A simple Value at Stake for Flintshire CC has been calculated based on the 2005/06 baseline data. The purpose of this exercise is to provide an estimation of the Authority's likely energy costs once energy saving measures and energy price increases have been factored in.

The value at stake analysis compares two 10 year scenarios to calculate the savings that might be available through a concerted carbon reduction strategy. The two scenarios are:

- A Business As Usual scenario (BAU)
- A Reduced Emissions Scenario (RES)

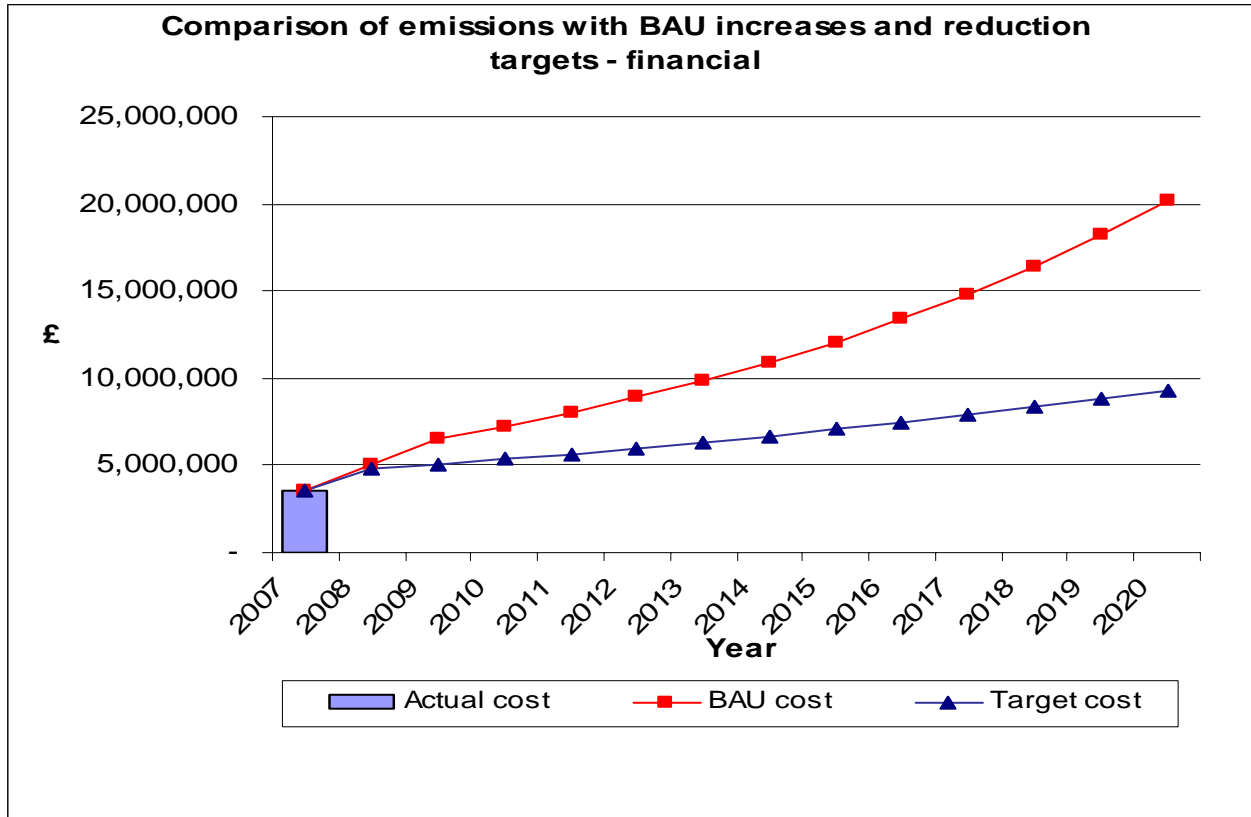
The steady increase in the BAU is due to a gradual increase in consumption of approximately 0.7% - an estimate provided by DTI and based on the gradual increase in demand and the reduced efficiency of aging technologies.

The financial value at stake is calculated using a 40% reduction in energy demand in line with the energy saving target outlined above. This is due to the fact that we anticipate that not all of the 60% target will come purely from efficiency and reduction measures. 20% of the target will be due to the incorporation of low carbon and renewable technologies such as CHP and biomass which in themselves will have fuel and running costs similar to the existing infrastructure.

The graph also shows a steep jump for 2008/09 due to the anticipated increase in energy costs for this year at around 40% for electricity, gas and oil. The subsequent years have an estimated increase of 8.4% per annum, based on gas price projection figures to 2015 from BERR. This cost increase is in addition to the 0.7% consumption increase predicted by the DTI. (<http://www.berr.gov.uk/files/file46071.pdf>).



Figure 2 – Financial value at stake



It can be seen from the graph above that significant savings are available to the Council through an active programme of carbon reduction as outlined in this plan. **It should be noted that while this analysis displays the pot of savings that are available, the cost of implementing carbon reduction measures has not been included in this analysis.**

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: EXECUTIVE
DATE : 17 NOVEMBER 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT : IMPROVEMENT TARGETS REVIEW

1.00 PURPOSE OF REPORT

- 1.01 That Executive endorse the review of targets by:
- re-classification of targets to redefine our Improvement Targets
 - endorse the targets set for 2009/10
 - endorse the 2010/11 provisional and aspirational targets
 - ensure that all Improvement Targets have appropriate action plans.
- 1.02 That Executive endorse the re-defined Improvement Targets.
- 1.03 That Executive support the further consideration of Improvement Targets performance and action plans by Overview and Scrutiny Committees as appropriate to their Forward Work Programmes.

2.00 BACKGROUND

- 2.01 Executive endorsed a new approach to reviewing targets at its meeting on 16 September 2009.
- 2.02 The performance targets reported to the Executive and considered by the Overview and Scrutiny Committees comprise:-
- National Indicators as prescribed by Welsh Assembly Government (WAG) and;
 - Local Indicators set by the council as meaningful to monitor performance over and above the prescribed measures.
- 2.02 The categorisation of targets (described below) has been applied to these indicators.
- an **improvement target** where performance is currently unsatisfactory;
 - an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
 - a **maintenance target** where performance is currently good and needs to continue.

Date: 10/11/2009

- 2.03 In addition the Council has entered into an Improvement Agreement with the Welsh Assembly Government which includes some additional targets for improvement.

3.00 CONSIDERATIONS

- 3.01 Executive endorsed the following target setting and reporting principles at its meeting on 16 September:
- targets will be set once each year and included in service plans;
 - the review and categorisation of targets will take place in November by Executive when the previous financial year's national data is available. No alterations will be made to classifications outside of this time;
 - consistent referencing will be used in all reports (i.e the national references supplemented by a separate referencing system for local measures.) This referencing is attached as Appendix 1 and will be included as a glossary in all quarterly performance reports;
 - all targets set will be supported by an action plan; some targets may be grouped together within the same action plan e.g. where the same set of actions will deliver improvements in performance to a 'set' of indicators;
 - all quarterly performance reports will include progress against the 'Improvement' targets including listing those that are only reported annually; and
 - any changes to national data sets will be reported to Executive as soon as practicable after WAG have published the sets, (usually each year).
- 3.02 The review of targets includes consideration of the 'in-year' target for 2009/10, a provisional target for 2010/11, and a longer-term 'aspirational' target where applicable, such as for national standards. Outline action plans have also been prepared for proposed Improvement Targets.
- 3.03 The review of the categorisation of targets has been undertaken by Heads of Service with management input. Internal challenge of these proposals has been undertaken by Overview and Scrutiny members at a session held on 5 November.
- 3.04 The People and Performance Overview and Scrutiny Committee held a joint workshop with the chairs and vice-chairs of the other four Overview and Scrutiny Committees on 5 November. Appropriate officers attended the workshop. The workshop's purpose was to:
- review and challenge the classification of targets
 - review and challenge the 2010/11 provisional targets and longer term aspirational targets
 - review the adequacy of the action plans for all Improvement Targets

The format and preparatory questions are enclosed as Appendix 1.

3.05 The session provided the opportunity for:

- **Understanding** - greater in depth understanding of the data;
- **Challenge** - members have a legitimate role to challenge the data provided by the service areas;
- **Setting** - discussion between officers and members coming to a consensus on classification (which has come from a greater understanding of the data) allowing future targets to be set;
- **Review** - reviewing past performance and rationale to inform the setting of future targets taking into account the most current factors of change.

3.06 The workshop was successful in that it gave both members and officers the opportunity for full and open dialogue regarding individual indicators and helped joint understanding of the indicator's context and meanings (some of which can be complex). It also provided the opportunity for continued learning and member involvement. The change in overall approach (during the year), as to how target classification and setting aligns itself to quarterly performance reporting and monitoring, resource allocation, and service planning was also commended.

3.07 The success of the workshop ensured that the following outputs were achieved:

- Improvement Targets re-defined (as attached in Appendix 2)
- Re-classification of all indicator targets including the specific indicator questions raised by Scrutiny members (available through Member's Services)
- Provisional 2010/11 and aspirational targets agreed

In addition Members made the following comments for continued improvement: (1) clearer, more detailed rationale for target setting and classification; (2) action plans to detail the 'what, when and who'; (3) acknowledgement of national indicators which the council have limited control over ; (4) aspirational targets to reflect at least top quartile position; (5) the development of improved local indicators to reflect Flintshire's issues and priorities.

3.08 The next steps for this piece of work is to ensure full integration of Improvement Targets and their action plans into service and resource planning and monitoring through the quarterly performance reports.

3.09 Overview and Scrutiny Committees will undertake further detailed consideration of Improvement Targets and their action plans during monitoring and review.

4.00 RECOMMENDATIONS

4.01 That Executive endorse the:

- re-classification of targets
- the definitive Improvement Target list
- targets re-affirmed for 2009/10
- the 2010/11 provisional and aspirational targets
- premise that all Improvement Targets have appropriate action plans.

4.02 That Overview and Scrutiny Committees undertake further detailed consideration of Improvement Targets and their action plans as appropriate to their Forward Work Programmes.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly related to this report.

6.00 ANTI POVERTY IMPACT

6.01 None directly related to this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly related to this report.

8.00 EQUALITIES IMPACT

8.01 None directly related to this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly related to this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation within Directorates and internal and member challenge has been built into the process.

11.00 CONSULTATION UNDERTAKEN

11.01 Directorates have had an input into the methodology and timing.

12.00 APPENDICES

12.01 Appendix 1: Scrutiny Workshop 05/11/09 format
Appendix 2: Improvement Targets
Appendix 3: Performance Indicator Glossary

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

Executive reports 2 June 2008, 7 October 2008 and 16 September 2009.

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OVERVIEW & SCRUTINY TARGET SETTING WORKSHOP OUTLINE **5TH NOVEMBER – 10AM**

Objective of Session:

Review and challenge of:

- classification/re-classification of targets;
- 2010/11 and 'aspirational' (longer term) targets; and
- Improvement Target action plans

Attendance:

Attendance from the P&P O&S Committee Members and the Chairs and Vice Chairs of all the other O&S Committees.

Members sent information (listed below) on 23rd October and asked to send any questions or comments to the appropriate O&S Facilitator by noon 30th October. The questions/comments reviewed so that only those relevant to the workshop were brought forward. The Facilitators sought responses to ensure that all questions could be addressed at the Workshop. All other queries would be dealt with separately.

Information contained (split by O&S Committee):

- Target classification list contain current classifications and proposed reclassifications; 2009/10 and 2010/11 targets with comments/justification for the targets
- Proposed improvement targets with their action plans

Workshop Exercise:

Members split by the O&S Committees, firstly to consider the classifications/reclassifications and secondly to consider the targets and action plans.

The groups facilitated by Performance (Karen Armstrong and Vicki Howson) and the O&S Facilitators. The Chief Executive was also in attendance.

The workshop was attended by appropriate staff from the three Directorates and Corporate Services.

Member's Challenge Role:

In challenging the proposals the focus was on the classification of targets and the appropriateness of the targets proposed for 2010/11 and 'aspirational' targets.

To assist you with challenging the proposals we ask you to consider the following:

- How did we perform during 2008/09 – did we improve or downturn on the previous year's performance?
- How did we perform during 2008/09 – did we achieve, exceed or miss our target?

- Does the commentary justify the classification / reclassification of targets for 2009/10?
 - an **improvement target** where performance is currently unsatisfactory;
 - an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
 - a **maintenance target** where performance is currently good and needs to continue.
- Does the current year's target indicate a direction of improvement?
- How did our 2008/09 performance compare against welsh median¹ – were we above or below average and does this appear to have been considered as part of the target setting process?
- How did our 2008/09 performance compare with the best in Wales? This should be taken into account especially in respect of the aspirational targets set.
- Does the commentary justify the targets set for 2010/11 and aspirational targets?
- Have action plans been produced for Improvement Targets which clearly outline how targets are to be achieved?

Next Steps:

- Comments and challenges are to be noted on the report and any disputed items are to be resolved at Executive.
- The final draft version of the target setting report is to be collated by the Performance Team, taking into account the comments and challenges.
- Final version of the report to be made available to members via Member services.
- Presentation of the target setting report to Executive for endorsement 17th Nov 2009.
- Longer term this information will feed the service planning process for 2010/11.

¹ Median - The midpoint of a range of numbers that are arranged in order of value. In certain cases, the median can be a good way to determine an approximate average, especially when dealing with a set of numbers that could otherwise be skewed by outliers.

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
A full record of the 05.11.09 Scrutiny Workshop comments is lodged with Members' Services. This includes trend and comparative data and rationales for targets, alongside the Scrutiny Members' comments.									
COMMUNITY & HOUSING OVERVIEW & SCRUTINY COMMITTEE									
HHA/002	Average number of working days between homeless presentation & discharge of duty for households found to be statutorily homeless.	Lower	228.67 Working days	365 Working days	335 Working days	180 Working days	Maintenance	Improvement	NEW IMPROVEMENT TARGET Target is not challenging enough considering previous values. The Aspirational target of 180 is higher than achieved in 07/08. Agree improvement classification.
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Higher	87.08%	80%	90%	95%	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny
ADAPTATIONS									
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	Lower	297 days	400 days	350 days	320 days by 2015 Dependent upon resources, recruitment and retention.	Improvement	Improvement	
PSR/003	The average number of calendar days taken to deliver an adaptation for a Local Authority tenant where the Disabled Facilities Grant process is not used	Lower	23.18 days	20 days	18 days	15 days by 2011/12	Improvement	Improvement	
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.	Lower	127 days	100 days	90 days	65 days by 2015 Dependent upon resources, recruitment and retention.	Improvement	Improvement	
IA1.2L1	Reduce the time taken to complete a Disabled Facilities Grant (DFG) Application (This PI relates solely to the application part of the DFG process and is measured using median figures).	Lower	66.53 days	61 days	55 days	42 days	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
HOUSING									
Local PI	Reduce the average re-let times for all council homes, excluding hard to let and special circumstances properties from 80 days in 2007 to 42 days by 2010	Lower	104.47 days	89 days	80 days	49 days	Improvement	Duplicate	REMOVE FROM IMPROVEMENT TARGET LIST Duplicates national indicator HLS/014
HLS/010a	Average number of calendar days taken to complete emergency repairs.	Lower	0.76 days	0.5 days	0.5 days	0.5 days	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST
HLS/010b	Average number of calendar days taken to complete urgent repairs.	Lower	14.41 days	12 days	10 days	7 days	Improvement	Improvement	
HLS/010c	Av. no.of calendar days taken to complete non-urgent repairs.	Lower	41.47 days	45 days	35 days	28 days	Improvement	Improvement	
HLS/014	Average number of calendar days taken to let lettable units of permanent accomm during the financial year.	Lower	104.47 days	89 days	80 days	49 days	Improvement	Improvement	
Local PI (was A3.2M4a)	Increase the percentage of: Emergency repairs completed within 1 calendar day from 89.82% in 2006 to 99% by 2010.	Higher	91.44%	95%	97%	99%	Improvement	No longer to be reported	REMOVE FROM IMPROVEMENT TARGET LIST Duplicates national indicator HLS/010a
Local PI (was A3.2M4b)	Increase the percentage of: Urgent repairs completed within 7 calendar days from 53.91% in 2006 to 99% by 2010.	Higher	45.81%	65%	80%	99%	Improvement	No longer to be reported	REMOVE FROM IMPROVEMENT TARGET LIST Duplicates national indicator HLS/010b
Local PI (was A3.2M4c)	Increase the percentage of: Non-urgent repairs completed within 50 calendar days from 38.60% in 2006 to 75% by 2010.	Higher	73.71%	75%	80%	96%	Improvement	No longer to be reported	REMOVE FROM IMPROVEMENT TARGET LIST Duplicates national indicator HLS/010c
Local PI	Percentage of gas safety checks completed (cumulative).	Higher	98.00%	Not provided	Not provided	Not provided	Improvement	Improvement	
IA3.2L1	The number of void properties achieving zero defects on work undertaken.	Higher	-	New – baseline to be established after 09/10	-	-	Improvement	Improvement	
CORPORATE MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE									
FINANCE									
CFH/006	The percentage of undisputed invoices which were paid within 30 days	Higher	86.7%	90%	92%	-	Maintenance Target	Improvement Target	NEW IMPROVEMENT TARGET Accepted by Scrutiny

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE									
PLANNING									
PLA/003bi	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	Higher	59.5%	75%	80%	85%	Improvement	Improvement	
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks	Higher	47.3%	60%	65%	70%	Improvement	Improvement	
PLA/004d	The percentage of all other planning applications determined during the year within 8 weeks.	Higher	80.90%	81%	81%	81%	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST
PLA/005	The percentage of enforcement cases resolved during the year within 12 weeks of receipt	Higher	52.5%	70%	73%	90%	Improvement	Improvement	
PUBLIC PROTECTION									
BCT/004	Percentage of Building control 'full plan' applications checked within 15 working days during the year	Higher	93.8%	90%	90%	96%	Improvement	Maintenance	REMOVED FROM IMPROVEMENT TARGET LIST
TECHNICAL SERVICES									
EEF/002a	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	Higher	Not comparable	4%	4%	Cumulative total of 60% by 2021 set in Carbon Reduction Strategy.	Improvement	Improvement	
IA3.1L1	(Improvement Agreement 3.1) Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	Higher	62.92%	64.01%	64.25%	65%	Improvement	Improvement	
IA3.1L2	3% reduction in carbon emissions from Flintshire County Council public Buildings	-	-	3%	3%	-	Improvement	Improvement	
REGENERATION									
IA4.2L1	Increased attendance at Flintshire Business Week. (The objective of Flintshire Business Week is to engage better with the business community in Flintshire)	-	1091	-	-	-	Improvement	Improvement	
IA4.2L2	Identify baseline expectations for key business sectors utilising SERVQUAL methodology to assess satisfaction levels of support to businesses and reduce consumer risks 2009/10. (Stage 1)	-	N/A	N/A	-	-	Improvement	Improvement	
IA4.2L3	Develop targets for increasing satisfaction levels over by 5% per year over baseline identified in 2009/10. (Stage 2)	-	N/A	N/A	-	-	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE									
EDUCATION									
EDU/002ai	The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	20	16 pupils	Not Set	10 pupils by 2012/13	Improvement	Improvement	
EDU/002aii	The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	1	4 pupils	3 pupils	0 pupils by Aug 2011	Improvement	Improvement	
EDU/002bi	The percentage of all pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	1.04	1%	Not Set	0.6% by 2012/13	Improvement	Improvement	
EDU/002bii	The percentage of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	27.27	50%	25%	0% by Sept 2011	Improvement	Improvement	
EDU/009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the year	Lower	7.3	30 School Days	20 School days	10 School Days by Sept 2011	Improvement	Improvement	
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	Higher	348	356-381	367	381 points by Aug 2012	Improvement	Improvement	
EDU/015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions	Higher	69.2	90%	94%	100% by end of August 2012	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	Higher	90	90%	98%	100% by end of August 2012	Improvement	Improvement	
Local PI (was A4.2M4c)	The percentage of eligible pupils determined by teacher assessment achieving level 4 in Key Stage 2 Mathematics from 82% in 2006 to 83.7% by September 2009	Higher	84%	Not Applicable	Not Applicable	Not Applicable	Improvement	No longer to be reported	REMOVE FROM IMPROVEMENT TARGET LIST Agreed by Scrutiny that given the changes in key stage 2 assessments there is no need to continue reporting against this Performance Indicator.
Local PI (was A4.2M4b)	The percentage of eligible pupils determined by teacher assessment achieving level 4 in Key Stage 2 English from 82% in 2006 to 83.7% by September 2009	Higher	81.9	Not Applicable	Not Applicable	Not Applicable	Improvement	No longer to be reported	REMOVE FROM IMPROVEMENT TARGET LIST Agreed by Scrutiny that given the national development there is no need to continue reporting against this Performance Indicator.
SCC/023b	The average number of days spent out of school on fixed-term exclusions for children looked after who were excluded in the year 1 April - 31 March	Lower	13.5	5	4 days	2 days	Maintenance	Improvement	NEW IMPROVEMENT TARGET
SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	0	60%	50%	75% by Sept 2012	Maintenance	Improvement	NEW IMPROVEMENT TARGET
LIBRARIES									
LCL/001	The number of people using Public Library Services during the year per 1,000 population	Higher	5519	5575	5630	Not Set	Incremental	Improvement	NEW IMPROVEMENT TARGET
LCL/002b	The percentage of available computer hours in use	Higher	41.26	41.67%	42.09%	Not Set	Incremental	Improvement	NEW IMPROVEMENT TARGET
LCL/004	The number of library materials issued, during the year, per 1,000 population.	Higher	5249.5	5302	5355	Not Set	Not Categorised	Improvement	NEW IMPROVEMENT TARGET

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
PEOPLE & PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE									
HUMAN RESOURCES									
CHR/001	The percentage of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis	Lower	12.25	Not provided	Not provided	Not provided	Improvement	Improvement	
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Lower	10.66	Not provided	Not provided	Not provided	Improvement	Improvement	
CHR/004	The percentage of local authority employees from minority ethnic communities	Higher	0.38	Not provided	Not provided	Not provided	Improvement	Improvement	
CHR/005	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	Higher	1.7	Not provided	Not provided	Not provided	Improvement	Improvement	
REM3	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100% by 2009	Higher	N/A	Not provided	Not provided	Not provided	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
SOCIAL & HEALTH OVERVIEW & SCRUTINY COMMITTEE									
SOCIAL CARE FOR ADULTS									
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year.	Higher	82%	85%	88%	95%	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST It was agreed with Scrutiny that the classification could be changed to incremental given the current good performance being achieved.
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.	Higher	84.21 Rate per 1,000	105 Rate per 1,000	Not Set	120 Rate per 1,000	Improvement	Improvement	
SCA/016biii	Of the adult protection referrals completed during the year, the percentage: Where the client or their property is no longer at risk.	Higher	62.70%	90%	92%	92%	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST It was agreed with Scrutiny that the classification could be changed to incremental given the current good performance being achieved.
SCA/017	The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment.	Higher	295.16 Per 10,000 Clients	435 Per 10,000 Clients	500 Per 10,000 Clients	600 Per 10,000 Clients	Improvement	Improvement	
SCA/018a	The percentage of carers of adult service users who were offered an assessment in their own right during the year.	Higher	90.20%	Performance being baselined in 2009/10 due to changes in the PI definition	Not Applicable	Not Applicable	Improvement	Improvement	
SCA/018c	The percentage of carers of adults who were assessed or reassessed in their own right during the year who were provided with a service.	Higher	39.40%	Performance being baselined in 2009/10 due to changes in the PI definition	Not Applicable	Not Applicable	Improvement	Improvement	
IA1.1L1	The rate of people with a learning disability clients aged 18 to 64 who are supported in the community during the year per 1,000 population aged 18-64.	Higher	3.55 Rate per 1,000	3.7 Rate per 1,000	3.8 Rate per 1,000	No aspirational target – aim to empower people to manage independently wherever possible	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
IA1.1L2	The rate of people with a physical disability and/or sensory impairment (PDSI) aged 18 to 64 who are supported in the community during the year per 1,000 population aged 18-64	Higher	4.56 Rate per 1,000	5 Rate per 1,000	5.5 Rate per 1,000	No aspirational target – aim to empower people to manage independently wherever possible	Improvement	Improvement	
IA1.1L3	The rate of people with mental health illness aged 18 to 64 who are supported in the community during the year per 1,000 population aged 18-64.	Higher	2.58 Rate per 1,000	2.6 Rate per 1,000	Not Set	No aspirational target – aim to empower people to manage independently wherever possible	Improvement	Improvement	
IA1.1L4	Increase the number of people receiving a direct payment to 144 by 31/03/2010.	Higher	119 People	144 People	150 People	Not Set	Improvement	Improvement	
IA1.1L5	The number of new carers of adult services users who were offered an assessment	Higher	New	New PI	Not Applicable	Not Applicable	Improvement	Improvement	

SOCIAL CARE FOR CHILDREN

SCC/001b	The percentage of looked after children whose second review (due at 4 months) produced a plan for permanence at the due date.	Higher	87.90%	90%	95%	100% by 2012	Incremental	Improvement	NEW IMPROVEMENT TARGET Accepted by Scrutiny
SCC/007a	The percentage of referrals received in the year that were allocated to a social worker for initial assessment.	Higher	74.80%	65%	65%	65% by 2012	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST It was agreed with Scrutiny that the classification could be changed to maintenance given that all children are risk assessed and those most in need are prioritised to see a social worker, however there are only a limited number of social workers.
SCC/007b	The percentage of referrals received in the year that were allocated to someone other than a social worker for initial assessment.	Lower	10.20%	below 30%	below 30%	below 30% by 2012	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST It was agreed with Scrutiny that the classification could be changed to maintenance. Less complex cases are given to non-social workers.
SCC/011b	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by a qualified Social Worker.	Higher	51.40%	53%	54%	55% by 2012	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny
SCC/013aii	The percentage of open cases of children looked after who have an allocated social worker.	Higher	96%	100%	100%	100% by 09/10	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
SCC/013bii	The percentage of open cases of children looked after who are allocated to someone other than a social worker where the child is receiving a service in accordance with their plan.	Lower	4.00%	0%	0%	0.00%	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny
SCC/016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable.	Higher	58.20%	60%	70%	80% by 2012	Improvement	Improvement	
SCC/020	The percentage of Looked After Children who have been continuously looked after for 12 months who have had their teeth checked by a dentist during the year	Higher	67.00%	85%	88%	90% by 2012	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny that children cannot be forced to attend the dentist and therefore to some extent this Performance Indicator is outside the control of the Authority.
SCC/024	The percentage of young people looked after to have a Personal Education Plan within 20 school days of entering care or joining a new school.	Higher	82.40%	85%	90%		Improvement	Improvement	
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	Higher	82.20%	90%	92%	100% by 2012	Improvement	Improvement	
SCC/028	The percentage of Looked After Children who had a fully completed and updated Assessment and Progress Record at their third review.	Higher	68.20%	75%	80%	82% by 2012	Improvement	Improvement	
SCC/030a	The percentage of young carers known to social services who were assessed in the period.	Higher	58.30%	70%	75%	80% by 2012	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
SCC/030b	The percentage of young carers known to social services who were provided with a service in the period.	Higher	29.20%	70%	75%	80% by 2012	Improvement	Improvement	
SCC/033a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	Higher	92.90%	95%	95%	95% by 2012	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny
SCC/033b	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be in suitable accommodation.	Higher	92.30%	94%	95%	95% by 2012	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny
SCC/033c	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be engaged in education, training or employment at the age of 19.	Higher	53.80%	65%	70%	75% by 2012	Maintenance	Improvement	NEW IMPROVEMENT TARGET Accepted by Scrutiny
SCC/039	The percentage of health assessments for Looked After Children due in the year that have been undertaken.	Higher	63.20%	70%	75%	80% by 2014	Improvement	Improvement	
SCC/042a	The percentage of initial assessments completed within 7 working days.	Higher	84.20%	87%	88%	90% by 2013	Improvement	Incremental	REMOVE FROM THE IMPROVEMENT TARGET LIST Accepted by Scrutiny
SCC/042b	The average time taken to complete initial assessments that took longer than 7 working days	Lower	13.6 Days	12 Days	11 Days	11 Days	Improvement	Incremental	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny Agreed by Scrutiny that the aspirational target would be changed from 90% to 92% given to be closer to the 08/09 best in Wales figure.
SCC/043a	The percentage of core assessments completed within 35 working days.	Higher	89.90%	80%	83%	85% by 2012	Improvement	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2008/09	Target 2009/10	Target 2010/11	Aspirational Target	Target Classification (current)	Target Classification (proposed)	Comments
SCC/043b	The average time taken to complete those required core assessments that took longer than 35 days.	Lower	44.9 Days	45 Days	45 Days	45 Days	Improvement	Maintenance	REMOVE FROM IMPROVEMENT TARGET LIST Accepted by Scrutiny Scrutiny agreed that the aspirational target should be set at 45 days. Initially an aspirational target had not been set.

PERFORMANCE INDICATOR REFERENCE GLOSSARY

National Performance Indicators (PIs)

References for these PIs are generated by the Welsh Assembly Government in accordance with their established naming convention. The letters refer to service areas as can be seen below and numbers are allocated in sequence taking account of amendments (additions or deletions of PIs) to each set; (sets are based on the service areas).

For example – CHR/001 = Corporate Human Resources, Indicator 1

CHR	Corporate Health – Human Resources
CFH	Corporate Health – Financial Health
CAM	Corporate Health – Asset Management
EDU	Education
SCA	Social Care – Adult’s Services
SCC	Social Care – Children’s Services.
SCY	Social Care – Youth Justice
HHA	Homelessness and Housing Advice
HLS	Housing Landlord Services.
PSR	Private Sector Renewal.
SPP	Supporting People
EEF	Energy Efficiency
BNF	Housing Benefit and Council Tax Benefit
WMT	Waste Management
STS	Street Scene
THS	Transport and Highways
CMT	Countryside Management
PLA	Planning
PPN	Public Protection
BCT	Building Control
LCS	Leisure - Sport and Recreation
LCL	Leisure - Libraries

Improvement Agreement Measures

These Performance Indicators (also known as measures) are a combination of national PIs (please see previous section) and locally derived PIs. For consistency the national references have been used for any national PIs. For local measures a separate naming convention has been developed.

- IA stands for Improvement Agreement
- The number i.e. 1.1 refers to the section within the Improvement Agreement
- L refers to the fact that it is a local measure which is then followed by a number which shows it's 'position' as a non-National measure in that section.

For example IA1.1L1 stands for Improvement Agreement, section 1.1, **Local** Measure 1. The numbering *does not* refer to the overall position of the measure or any priority either.

IA1.1	Healthy, Fair and Just Society - Adults - Helped to Live in the Community
IA1.2	Healthy, Fair and Just Society - Adults - Provision of Facilities at Home
IA2.1	Healthy, Fair and Just Society - Children - Improving Educational Attainment
IA2.2	A Healthy, Fair & Just Society - Children - Provision of Care
IA3.1	Sustainable Communities - Reducing our Carbon Footprint
IA3.2	Sustainable Communities - Housing Matters
IA4.1	A Prosperous, Cultural & Diverse Society - Ensuring a High Skills Base
IA4.2	A Prosperous, Cultural & Diverse Society - Supporting Local Businesses

Local Indicators

Are referenced in accordance with the naming conventions established within the Directorate / Service area, this is to ensure consistency with other documents i.e. Service Plans and will be developed over time.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORT**

1.00 PURPOSE OF REPORT

1.01 To provide Executive members with an update for the second quarter of 2009 / 10 Workforce Information reports which contain the following reports:

- Headcount
- Establishment
- Turnover summary
- Diversity summary
- Absence

2.00 BACKGROUND

2.01 The format of the Workforce Information reports was approved by the Overview and Scrutiny Committee for People and Performance on 9 March 2009 and by the Corporate Management Team on 26 March 2009. A data definition document, which should be read in conjunction with the Workforce Information reports, is attached at Appendix 2 of the report.

2.02 The report for the second quarter 2009 / 10 is enclosed which reflects the strategic directorates. There is still a small residual unit of the former Community and Housing directorate which will be disaggregated over the coming months.

3.00 CONSIDERATIONS

3.01 The service area Community and Housing stills remains in the Directorate list because there are 63 positions yet to be restructured and incorporated into the strategic directorates. This work is on-going and will be completed over the coming months.

3.02 In this report for the second quarter, the Council has 12,593 occupied positions / posts. These positions are occupied by 9,044 employed workers.

3.03 The difference between the number of occupied positions, i.e. 12,593 and the actual headcount of 9,044 is explained by the fact that large numbers of Council employees hold multiple contracts.

Date: 10/11/2009

- 3.04 The Midland Trent system does not hold data on agency workers. In future, the intention is to incorporate the data on agency workers into this workforce report, broken down by directorate. The data on agency workers held on the Matrix system is in the process of being re-catergorised to reflect the new directorates. This work will enable the production of a comprehensive workforce information report which will include both employed workers and agency workers. A separate report on agency workers for 2009 / 10 for the second quarter will be submitted to Executive on 8 December 2009.
- 3.05 Two labour turnover figures are provided by Midland Trent, the first shows all turnover including dismissals, end of fixed term contracts, retirements and redundancy (3.03% for the second quarter of 2009 / 10 when compared with 1.41% for the first quarter). The second figure shows voluntary turnover, which relates to resignations only (2.02% for the second quarter of 2009 / 10 when compared with 0.98% for the first quarter).
- 3.06 Two sickness absence figures are provided by Midland Trent, the first is based on industry recommendations (ACAS and CIPD) and show a percentage absence rate figure. This can be used to benchmark the Council against a range of similar type and high performing organisations.

Flintshire County Council percentage sickness absence rate:

Quarter 2 2009 / 10 5.00%

Quarter 1 2009 / 10 5.20%

- 3.07 The second sickness absence figure is based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This is based upon FTE (Full Time Equivalent) days lost and is calculated using the total number of working days / shifts lost to sickness absence between 1 July and 30 September 2009, divided by the average number of full time equivalent employees during the same period.

Sickness absence (FTE calculation):

Quarter 2 2009 / 10: 2.66 days lost

Quarter 1 2009 / 10: 2.77 days lost

- 3.08 There has been some improvement in relation to sickness absence figures when comparing the first and second quarters of 2009 / 10. It should be noted that the figures previously quoted in the Workforce Information report for the first quarter have altered slightly. The days lost to sickness absence for the first quarter were reported as 2.77 days. By comparison, the days lost reported for the first quarter in the attached Workforce Information report are now 2.48 days. The reason for this is that sickness absence paperwork relating to employees returning to work during the first quarter had not been received at the time the Workforce Information report was generated.

3.09 The Human Resources team are developing an Attendance Management Strategy as part of the revised People Strategy with the following aims:

- To improve the performance and consistency of attendance management in the Council
- To maximise the potential of workforce information by providing accurate, timely and relevant workforce information to managers
- To support managers in the identification of trends and issues in order to develop tailored action plans
- To ensure that employees are treated fairly and consistently in the management of their attendance at work

3.10 The development of this proposed strategy will be part of the implementation of the new Attendance Management policy which will be rolled out between January and March 2010 and will provide clear guidance as to the roles and responsibilities of all parties in managing attendance effectively, e.g. Heads of Service, line managers, employees, Trade Unions and Human Resources. This strategy will drive and support improved performance in relation to the effective management of sickness absence.

3.11 Work is on-going to cleanse the data held for accurately recording the Council's establishment on the Midland Trent system. There has been some improvement in the quality of this data in this second quarter report but further significant work is still required to gather reliable data in this area.

4.00 RECOMMENDATIONS

4.01 That Executive Members note the workforce information report for the second quarter and the proposals for the development of an Attendance Management Strategy for the Council.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand, plan and manage the largest single cost of service deliver more effectively.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

- 8.01 Accurate diversity information will enable the Council and directorates to formulate meaningful action plans in addressing recruitment, training and career development issues for under represented groups.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Further work is required to analyse and interpret the suite of reports and the trends as comparative data is available. The Human Resources Managers will advise and support Directorate Management teams and managers in how this data can be used for workforce planning purposes and the monitoring and managing of services.

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 Already undertaken.

12.00 APPENDICES

- 12.01 Workforce Information Report for Second Quarter of 2009 / 10.
12.02 Data Definition Document.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

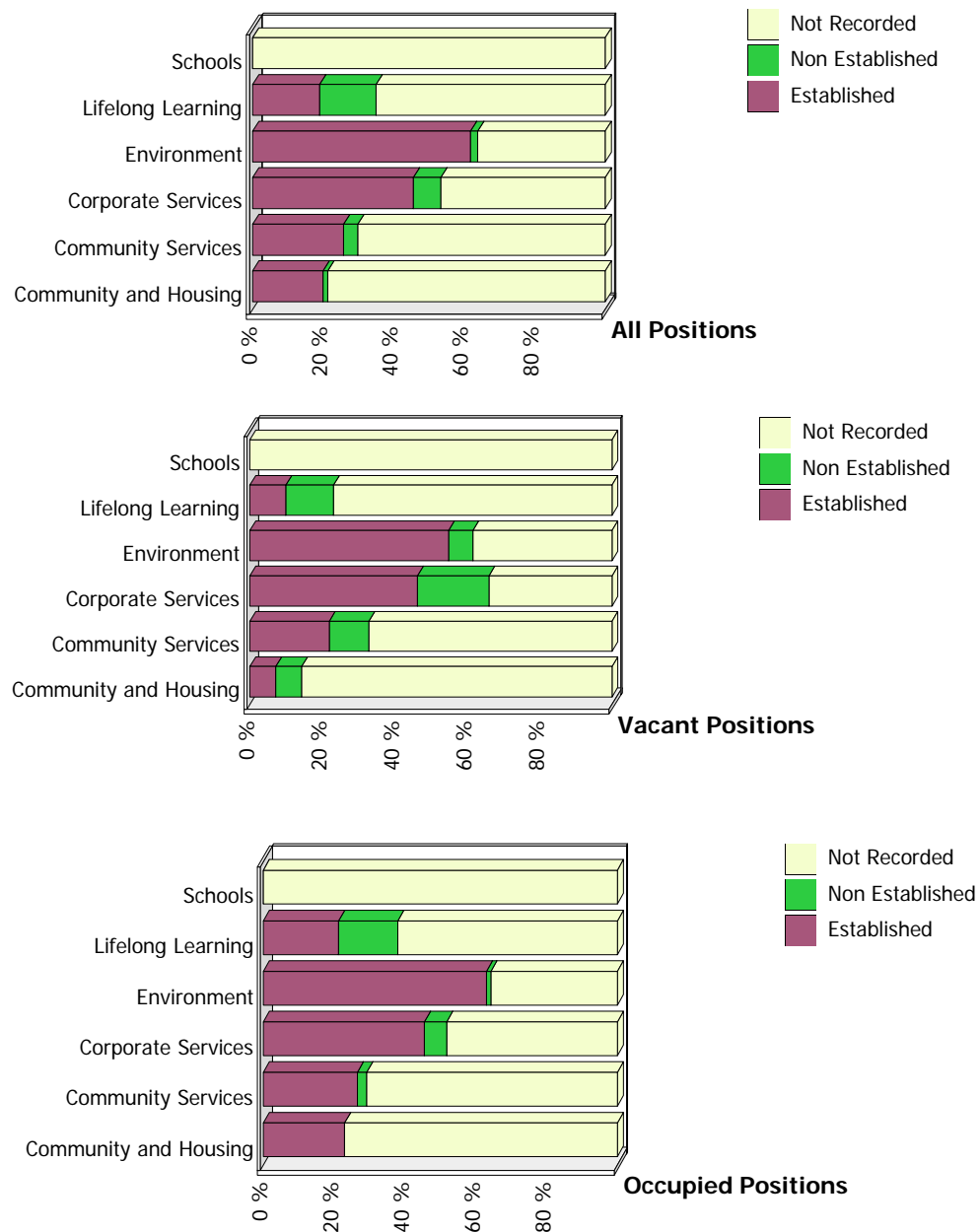
Period Up To: 30/09/2009

Establishment Summary By Directorate

Data on this page is effective as at : 30/09/2009

Last Refreshed On : 07/10/2009

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
Community and Housing	<i>Established</i>	15	1	14
	<i>Non Established</i>	1	1	0
	<i>Not Recorded</i>	59	12	47
	Total:	75	14	61
Community Services	<i>Established</i>	548	78	470
	<i>Non Established</i>	86	39	47
	<i>Not Recorded</i>	1,491	239	1,252
	Total:	2,125	356	1,769
Corporate Services	<i>Established</i>	445	49	396
	<i>Non Established</i>	76	21	55
	<i>Not Recorded</i>	455	36	419
	Total:	976	106	870
Environment	<i>Established</i>	653	90	563
	<i>Non Established</i>	22	11	11
	<i>Not Recorded</i>	382	63	319
	Total:	1,057	164	893
Lifelong Learning	<i>Established</i>	556	58	498
	<i>Non Established</i>	467	77	390
	<i>Not Recorded</i>	1,901	449	1,452
	Total:	2,924	584	2,340
Schools	<i>Established</i>	1	0	1
	<i>Not Recorded</i>	7,767	972	6,795
	Total:	7,768	972	6,796
	Totals:	14,925	2,196	12,729



Headcount Summary By Directorate

Data on this page is effective as at : 30/09/2009

Last Refreshed On : 07/10/2009

Flintshire County Council Actual Total Headcount : 9,044

Directorate	HEADCOUNT			POSITION TYPE						POSITION BASIS			
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	* Via Managed Agency Service	Seasonal Fixed Term	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time
Community and Housing	43	58	61	48	2	11	0	0	0	36	0	25	0
Community Services	1,232	1,568	1,763	1,315	231	217	0	0	0	927	0	828	1
Corporate Services	459	772	869	472	319	78	0	0	0	416	2	448	1
Environment	731	872	891	719	23	149	0	0	0	657	1	229	4
Lifelong Learning	772	1,802	2,214	1,201	503	507	0	3	0	473	11	1,707	10
Schools	2,315	4,492	6,795	3,437	1,358	2,000	0	0	0	1,364	77	4,971	383
Totals:	5,552	9,564	12,593	7,192	2,436	2,962	0	3	0	3,873	91	8,208	399
				57.11 %	19.34 %	23.52 %	0.00 %	0.02 %	0.00 %	30.76 %	0.72 %	65.18 %	3.17 %

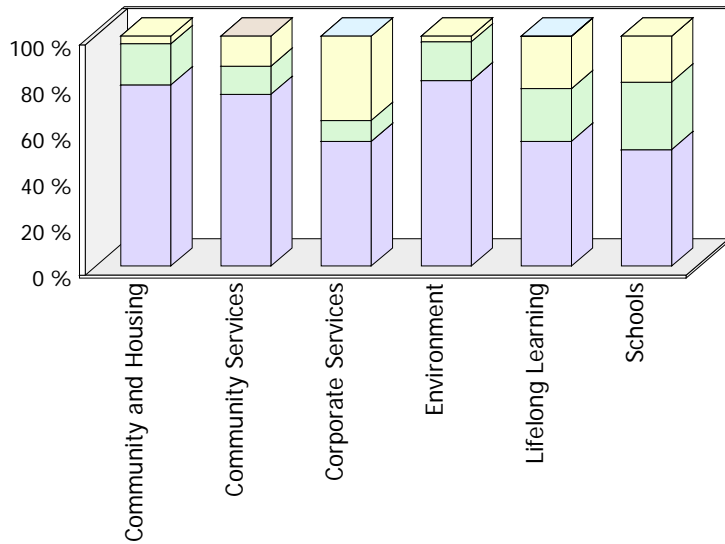
Contract For Services
 Seasonal Fixed Term
 Relief

Temporary Fixed Term
 *Agency
 Permanent

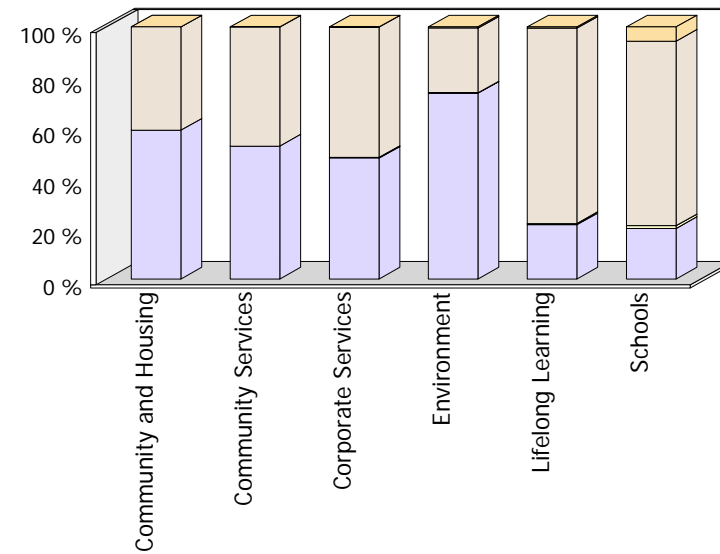
Part Time Term Time
 Part Time

Full Time Term Time
 Full Time

Position Type



Position Basis



* Data for the managed agency service is not recorded in Trent, but has been provided from the managed agency service system - Matrix

The sum of the percentages may not always total to 100% due to rounding

Turnover Summary

Data on this page is effective between : 01/04/2009 & 30/09/2009

Last Refreshed On : 07/10/2009

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
8,902	9,147	9,025	401	271	4.44	3.00

Directorate Turnover

Directorate	People at Start Point	People at End Point	Average People HeadCount	Leavers (People)	Voluntary Leavers (People)	All Turnover %	Voluntary Turnover %
Community and Housing	64	58	61	2	0	3.28	0.00
Community Services	1,531	1,571	1,551	70	44	4.51	2.84
Corporate Services	749	773	761	26	17	3.42	2.23
Environment	874	873	874	23	14	2.63	1.60
Lifelong Learning	1,819	1,908	1,864	71	57	3.81	3.06
Schools	4,390	4,492	4,441	215	142	4.84	3.20
Totals:	9,427	9,675	9,551	407	274		

Turnover Summary

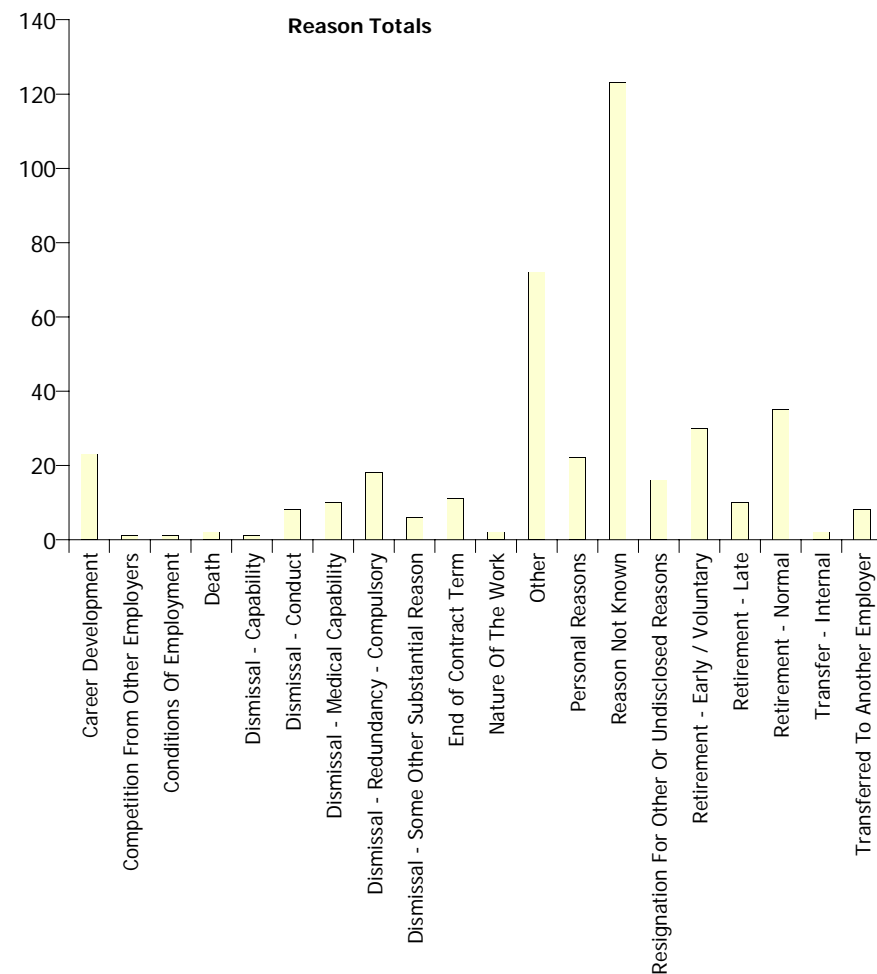
Data on this page is effective between : 01/04/2009 & 30/09/2009

Last Refreshed On : 07/10/2009

The sum of the percentages may not always total to 100% due to rounding.

Flintshire County Council Leaving Reasons

Leaving Reason	FCC Total	Leavers %
Career Development	23	5.74 %
Competition From Other Employers	1	0.25 %
Conditions Of Employment	1	0.25 %
Death	2	0.50 %
Dismissal - Capability	1	0.25 %
Dismissal - Conduct	8	2.00 %
Dismissal - Legal Restrictions	0	0%
Dismissal - Medical Capability	10	2.49 %
Dismissal - Redundancy - Compulsory	18	4.49 %
Dismissal - Redundancy - Voluntary	0	0%
Dismissal - Some Other Substantial Reason	6	1.50 %
End of Contract Term	11	2.74 %
Nature Of The Work	2	0.50 %
Other	72	17.96 %
Pay	0	0%
Personal Reasons	22	5.49 %
Reason Not Known	123	30.67 %
Resignation For Other Or Undisclosed Reasons	16	3.99 %
Retirement - Early / Voluntary	30	7.48 %
Retirement - Late	10	2.49 %
Retirement - Normal	35	8.73 %
Transfer - Demotion	0	0%
Transfer - Internal	2	0.50 %
Transfer - Promotion	0	0%
Transfer - Re-Deployed	0	0%
Transferred To Another Employer	8	2.00 %
Transfer - Re-Organisation	0	0%
Transfer - System	0	0%
Total:	401	



Turnover Summary

Data on this page is effective between : 01/04/2009 & 30/09/2009

Last Refreshed On : 07/10/2009

Leaving Reasons by Directorate

Leaving Reason	Community and Housing	Community Services	Corporate Services	Environment	Lifelong Learning	Schools
Career Development	0	12	3	6	2	0
Competition From Other Employers	0	1	0	0	0	0
Conditions Of Employment	0	0	0	1	0	0
Death	1	1	0	0	0	0
Dismissal - Capability	0	0	1	0	0	0
Dismissal - Conduct	0	4	3	2	0	0
Dismissal - Legal Restrictions	0	0	0	0	0	0
Dismissal - Medical Capability	0	5	0	1	3	1
Dismissal - Redundancy - Compulsory	1	0	1	0	2	14
Dismissal - Redundancy - Voluntary	0	0	0	0	0	0
Dismissal - Some Other Substantial Reason	0	4	0	0	2	0
End of Contract Term	0	0	2	1	2	7
Nature Of The Work	0	1	1	0	0	0
Other	0	8	5	2	42	16
Pay	0	0	0	0	0	0
Personal Reasons	0	11	3	0	6	3
Reason Not Known	0	6	3	1	6	108
Resignation For Other Or Undisclosed Reasons	0	2	1	1	0	12
Retirement - Early / Voluntary	0	1	1	3	1	24
Retirement - Late	0	5	1	2	2	1
Retirement - Normal	0	6	0	0	2	27
Transfer - Demotion	0	0	0	0	0	0
Transfer - Internal	0	0	0	0	0	2
Transfer - Promotion	0	0	0	0	0	0
Transfer - Re-Deployed	0	0	0	0	0	0
Transferred To Another Employer	0	3	1	3	1	0
Transfer - Re-Organisation	0	0	0	0	0	0
Transfer - System	0	0	0	0	0	0
Total:	2	70	26	23	71	215

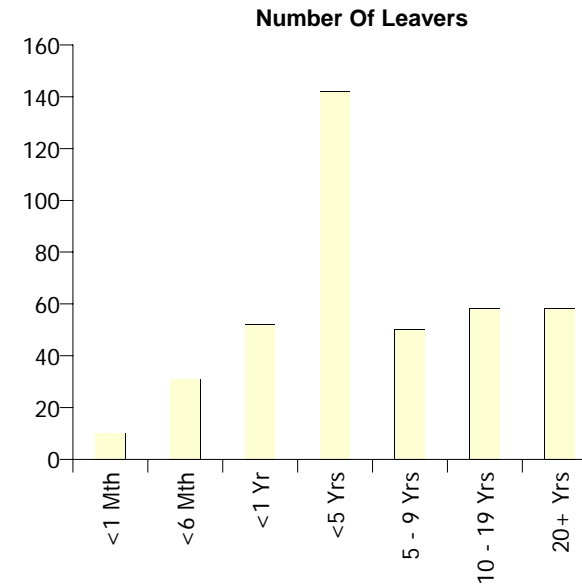
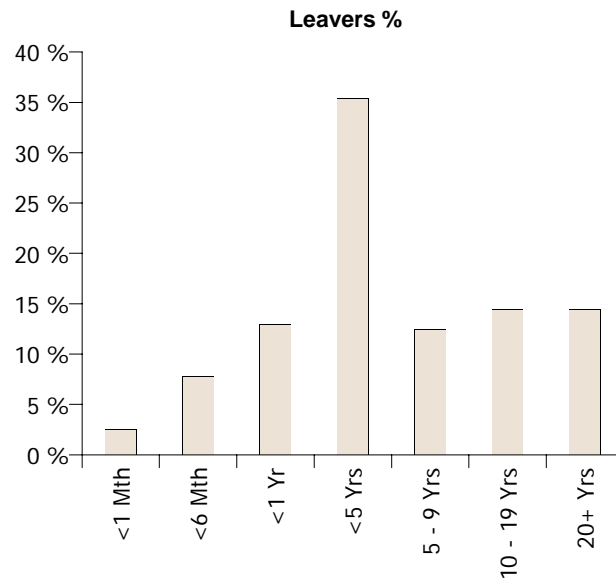
Turnover Summary

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Last Refreshed On : 07/10/2009

Flintshire County Council Leavers by Length Of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	10	2.49 %
<6 Mth	31	7.73 %
<1 Yr	52	12.97 %
<5 Yrs	142	35.41 %
5 - 9 Yrs	50	12.47 %
10 - 19 Yrs	58	14.46 %
20+ Yrs	58	14.46 %
Total	401	



The sum of the percentages may not always total to 100% due to rounding.

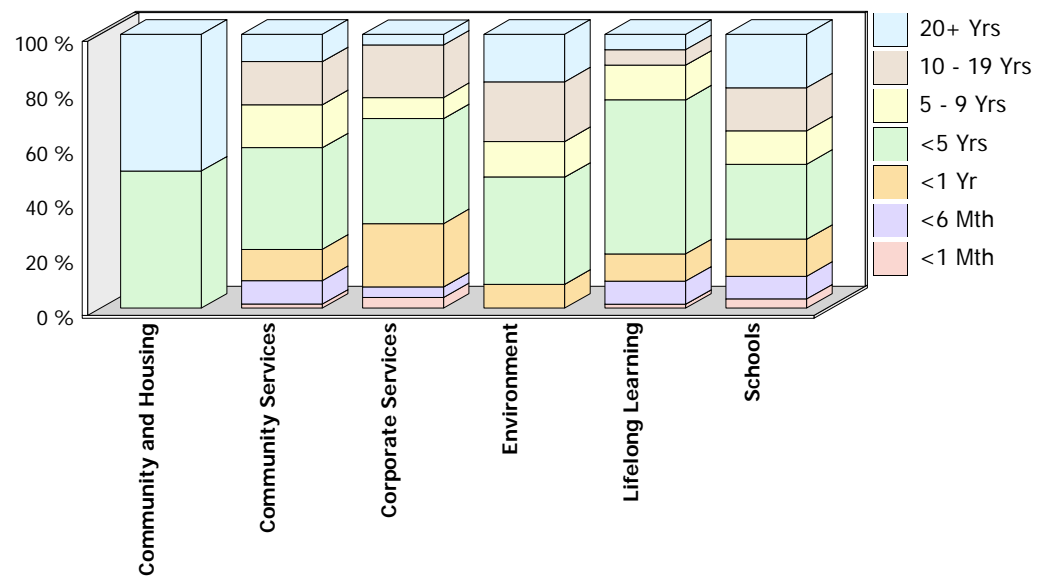
Turnover Summary

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Leavers by Length Of Service By Directorate

Directorate	<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs
Community and Housing	0	0	0	1	0	0	1
Community Services	1	6	8	26	11	11	7
Corporate Services	1	1	6	10	2	5	1
Environment	0	0	2	9	3	5	4
Lifelong Learning	1	6	7	40	9	4	4
Schools	7	18	29	59	26	34	42
Totals	10	31	52	145	51	59	59



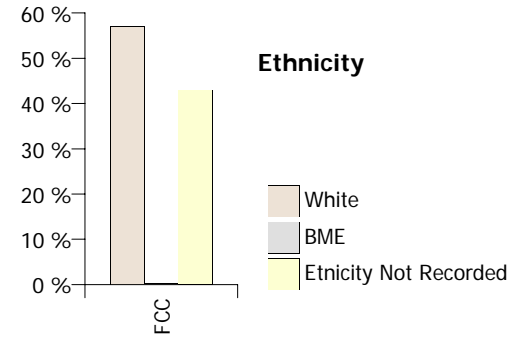
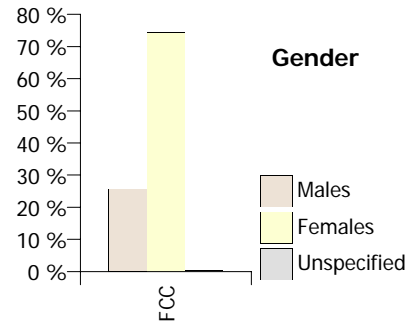
Diversity Summary

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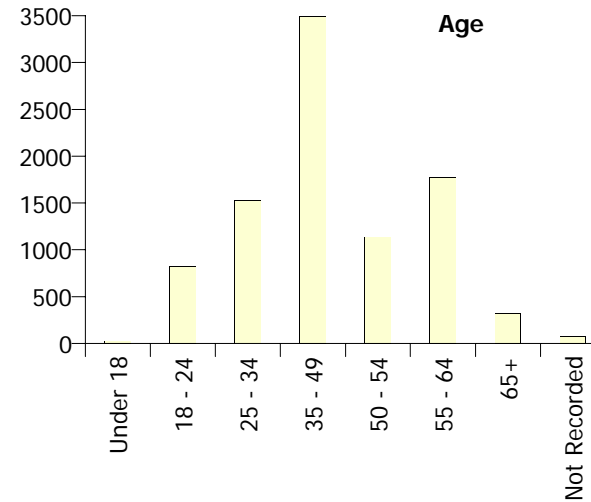
Last Refreshed On : 07/10/2009

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.69 %	74.25 %	0.07 %	56.92 %	0.23 %	42.85 %	0.91 %	1.31 %



Age Band	Count	%
Under 18	24	0.26 %
18 - 24	818	8.94 %
25 - 34	1525	16.67 %
35 - 49	3490	38.15 %
50 - 54	1133	12.38 %
55 - 64	1771	19.36 %
65+	317	3.46 %
Not Recorded	71	0.78 %
Total	9149	



The sum of the percentages may not always total to 100% due to rounding.

Diversity Summary

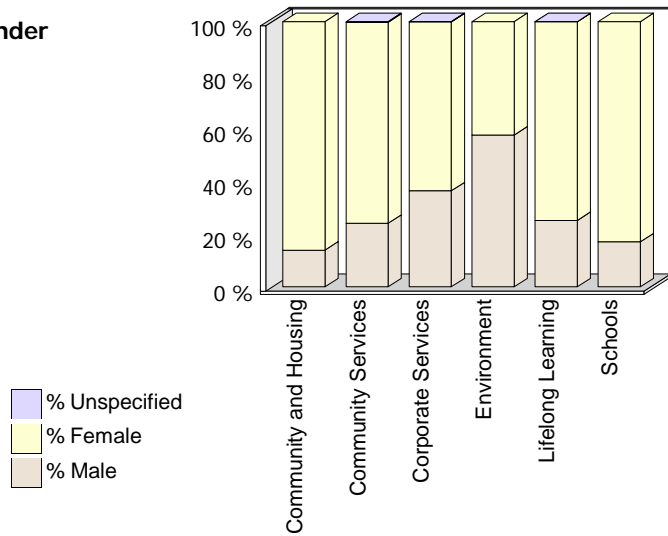
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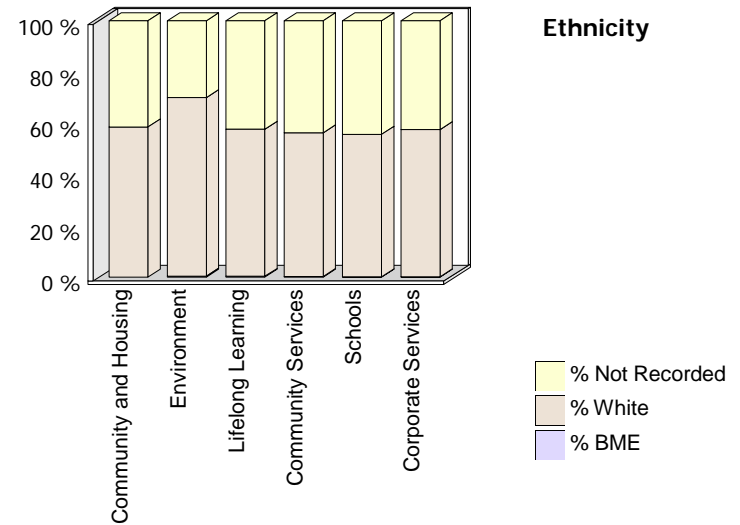
Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
Community and Housing	13.79 %	86.21 %	0%	58.62 %	0%	41.38 %	0%	0%
Community Services	23.85 %	75.89 %	0.25 %	56.04 %	0.25 %	43.70 %	0.13 %	2.35 %
Corporate Services	36.22 %	63.65 %	0.13 %	57.44 %	0.13 %	42.43 %	0.91 %	1.55 %
Environment	57.27 %	42.73 %	0%	69.76 %	0.34 %	29.90 %	0%	2.86 %
Lifelong Learning	24.99 %	74.96 %	0.05 %	57.36 %	0.31 %	42.33 %	0.52 %	1.20 %
Schools	16.90 %	83.10 %	0%	55.59 %	0.16 %	44.26 %	1.47 %	0.60 %

Gender



Ethnicity



Diversity Summary

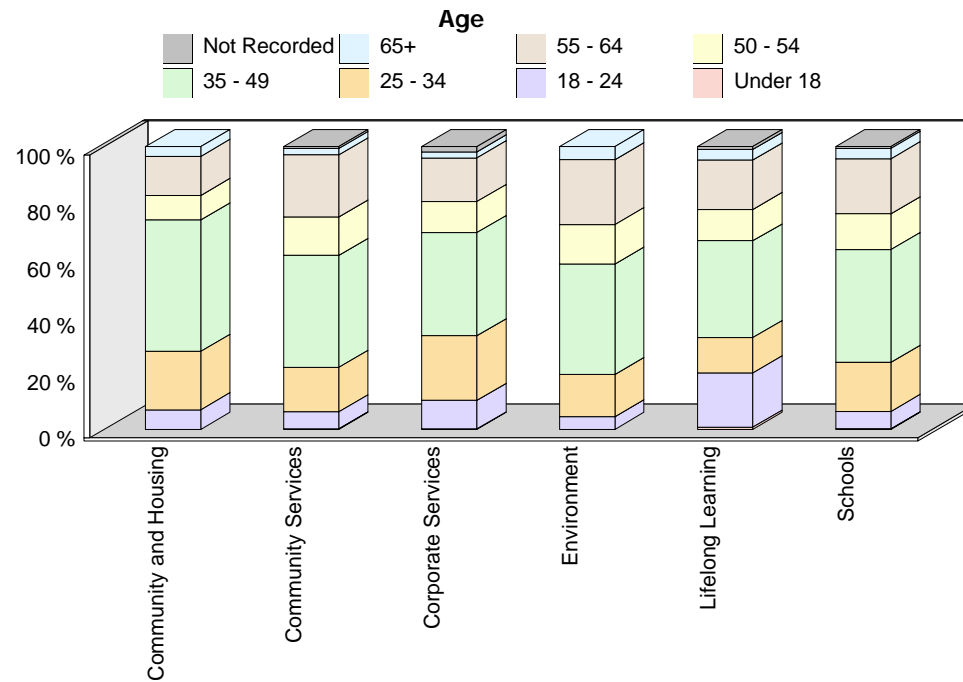
Data on this page is effective as at : 30/09/2009

Last Refreshed On : 07/10/2009

The sum of the percentages may not always total to 100% due to rounding.

Age Summary By Directorate

Directorate	Under 18	%	18 - 24	%	25 - 34	%	35 - 49	%	50 - 54	%	55 - 64	%	65+	%	Not Recorded	%
Community and Housing	0	0%	4	6.90 %	12	20.69 %	27	46.55 %	5	8.62 %	8	13.79 %	2	3.45 %	0	0%
Community Services	2	0.13 %	95	6.04 %	248	15.78 %	622	39.57 %	214	13.61 %	345	21.95 %	36	2.29 %	10	0.64 %
Corporate Services	1	0.13 %	78	10.09 %	177	22.90 %	282	36.48 %	85	11.00 %	119	15.39 %	17	2.20 %	14	1.81 %
Environment	0	0%	39	4.47 %	130	14.89 %	342	39.18 %	121	13.86 %	201	23.02 %	40	4.58 %	0	0%
Lifelong Learning	15	0.79 %	365	19.12 %	239	12.52 %	654	34.26 %	212	11.11 %	333	17.44 %	72	3.77 %	19	1.00 %
Schools	6	0.13 %	278	6.19 %	783	17.43 %	1,790	39.85 %	570	12.69 %	870	19.37 %	167	3.72 %	28	0.62 %
Totals:	24		859		1,589		3,717		1,207		1,876		334		71	



The sum of the percentages may not always total to 100% due to rounding.

Absence Rate Summary By Directorate

Data on this page is effective for quarters between : 01/04/2009 and 30/09/2009

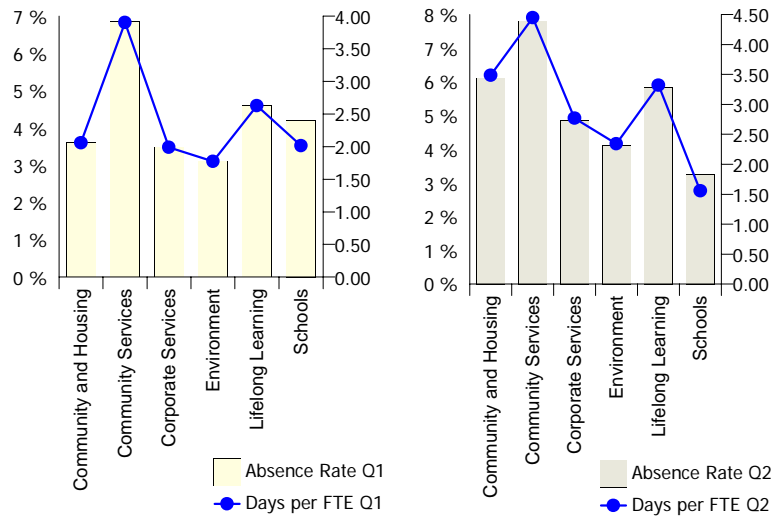
Last Refreshed On : 07/10/2009

Q1 = April - June Q2 = July - September Q3 = October - December Q4 = January - March

Cumulative Totals

Day Lost	Average Days Available	Absence Rate	FTE Days Lost
28,158	582,805	4.83 %	5.15

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days per FTE Q2	FTE Days Lost
Community and Housing	94	2,611	3.61 %	2.06	152	2,490	6.11 %	3.48	3.27
Community Services	4,700	68,629	6.85 %	3.90	5,421	69,459	7.80 %	4.45	1.32
Corporate Services	904	25,894	3.49 %	1.99	1,261	25,929	4.86 %	2.77	0.90
Environment	1,290	41,404	3.11 %	1.78	1,703	41,424	4.11 %	2.34	0.54
Lifelong Learning	1,981	42,973	4.61 %	2.63	2,529	43,420	5.82 %	3.32	2.92
Schools	4,568	108,804	4.20 %	2.02	3,554	109,769	3.24 %	1.55	0.89
Total	13,537	290,314	4.66 %	2.48	14,621	292,492	5.00 %	2.66	



Target KPI :

**Workforce Information –
Explanation of Terms and Formulae Document**

Establishment Summary by Directorate Report

This report shows the total establishment figure for Flintshire County Council by Directorate, including established and non-established positions, further sub-divided into positions that are occupied and those currently vacant within the establishment.

Core Establishment – Established Positions

- Includes permanent contracts (however, relief hours/contracts which are permanently funded from base budget may also be included on core establishment)
- Funding for core establishment will be provided by FCC on a permanent basis
- Approval for increasing or making changes to the approved establishment can be obtained by either Director delegated powers or LSG/Exec committee approval.
- Includes all FCC departments including schools

Non Core Establishment – Non Established Positions

- Includes temporary fixed term, seasonal fixed term and relief contracts – except where funded by perm budgets.
- Funding for non-core establishment can be provided by FCC on a temporary basis or by an external body on a temporary basis.
- Defines the positions required to deliver:
 - Increases in service demand
 - Projects
 - Special initiatives / schemes e.g. grant funding
- Approval for increasing or making changes to the non-core establishment can be obtained by either Director delegated powers or LSG/Exec committee approval.
- Includes all FCC departments including schools

Not recorded category on report – this refers to positions that have not been notified as either established or non-established by the Directorate. Approximately 70% of the structure verifications returns to determine 'Established' or Non Established' have been updated in the system. However, not all line managers indicated if positions were established or 'non

Appendix B

established'. To complete this work, the structure information will need to go back out to the Directorates again for line managers to confirm whether a position is 'Established' or 'Non Established' as per the definitions described above and indicated in the Establishment control. All positions must be flagged as either 'Established' or 'Non Established' in order to provide accurate establishment data. The 'Not Recorded' should be obsolete from the report. If this is not completed and kept up to date, it will be impossible to identify the correct number of vacancies.

Headcount Summary by Directorate Report

This report shows the Flintshire County Council total headcount figure, as well as headcount figures by Directorate for total FTE, People and Positions. It also reports, by Directorate, on headcount by position type and position basis.

Flintshire County Council - Actual Total Headcount

This is the count of unique personal references (Payroll/Employee Number) in Flintshire County Council on the HR Payroll System.

- Headcount relates to numbers of employees working for FCC at a point in time (not 'full time equivalent' figure)

This indicates the total number of actual individual employee heads in Flintshire County Council. For example, if an employee has one position, they will be counted as one head in the Actual Total Headcount. If an employees has multiple positions e.g. 3 positions, they will be counted as one head in the Actual Total Headcount.

Headcount by Directorate

Directorate Total FTE (Full Time Equivalent)

Full Time Equivalent hours is 37 hours. FTE is calculated against all occupied positions.

Therefore if an employee has contractual hours of 37 hours per week, their FTE is calculated by Contractual Hours (37) / FTE Hours (37) = 1 = FTE

If an employee has contractual hours of 18.5 hours per week, their FTE is calculated by Contractual Hours (18.5) / FTE Hours (37) = 0.5 = FTE

If an employee has multiple positions, their FTE will be calculated against each position they occupy. For example:

Employee is a cleaner and works 5 hours per week. Their FTE for the position would be 5 hours / 37 = 0.14

Employee is also an Admin Assistant and works 20 hours per week. Their FTE for the position would be 20 hours / 37 = 0.54

Employee is also a Leisure Attendant and work 10 hours per week. Their FTE for the position would be 10 hours / 37 = 0.27

Total FTE for the employee would be = 0.95

FTE for Relief Workers is zero, yet they are still counted as one head.

Directorate People

This represents the total number of unique heads (personal reference) in a directorate.

The total directorate people will be higher than the Flintshire County Council Actual Total Headcount. This is because of employees with multiple positions in different directorates. Each unique personal reference (Payroll/Employee Number) is counted once per directorate.

Examples:

An employee has one position in Corporate Services; they will be counted once in the Corporate Services People Headcount and counted once in the Flintshire County Council Actual Total Headcount.

An employee has 2 positions, one as a Project Worker in Community Services and one position as a Care Assistant in Community Services. This employee will still be counted as once in Community Services and once in the Flintshire County Council Actual Total Headcount.

An Employee has 2 positions, one position as a Finance Assistant in Corporate Services and one position as a Youth Worker in Lifelong Learning. The employee will be counted as one head in Corporate Services and one head in Lifelong Learning. This is because the employee is unique in the Directorate. However in the Flintshire County Council Actual Total Headcount, the employee will be counted as one head and not two heads.

Included in the People Headcount:

- Employees
- Actors
- Relief worker

Excluded from the People Headcount:

- Agency worker
- Volunteers
- Students
- Contractors such as Consultants supplied via a third party company under a contract for services e.g. consultants working for an IT company.

Directorate Positions

This is the total number of occupied positions in the Directorate Establishment (Includes, established, non established and not recorded). For each figure in the Position column should match the total figure showing in the column called 'Occupied' in the Establishment Summary by Directorate report. If this data does not match, this will indicate that there is missing data in the position type field and or data missing in the position basis field.

Position Type by Directorate

The figures showing against each position type should sum to the figure indicated in the 'positions' column. If this data does not match, this will indicate that there is missing data in the position type field.

Positions = Permanent + Relief + Temporary Fixed Term + Seasonal Fixed Term

The data for Agency staff is not held in the HR Payroll system, the data is extracted from Matrix and is incorporated in to the report. The agency

data is in addition to the employee and relief data, and it therefore increases the percentage count to over 100%.

Definition of each position type

Position Type relates to the type of contract issued to an employee or worker. There are six types:

- Permanent** - This is an open ended contract which gives a worker full employment rights.
- Relief** - This type of contract will be based on zero hours and can be used to build a pool of workers who have no promise of work and thus no mutual obligation between employer and worker exists. They can be used to cover absence and temporary increases in service demand when the need arises, for example relief registrars or relief leisure attendants.
- Temporary Fixed Term** - This type of contract is to be used when a worker is required on a non permanent basis to meet an increase in service demand, provide cover on a temporary basis or to fulfil a requirement for a project or special initiative such as grant funded positions.
- Via Managed Agency Service** - Umbrella contract with managed Agency to supply agency workers when required. The relationship is with the agency not individual person.
- Seasonal Fixed Term** - This type of contract is to be used when there is a recognised need to increase service provision at particular points within one calendar year associated with a seasonal event or service. These should be known in advance and can cover periods such as summer holidays, for example play schemes, Christmas Theatre productions or winter maintenance.
- Contract for Services** - This type of contract should be used when engaging a self employed individual or company to provide services. For example where specific skills are required to deliver projects – the contract should focus upon deliverables rather than the individual being treated as an employee. Filling of core establishment positions by self employed individuals should be avoided as there is a risk of an employment relationship being established.

Position Basis by Directorate

The figures showing against each position basis should sum to the figure indicated in the 'positions' column. If this data does not match, this will indicate that there is missing data in the position basis field.

Positions = Full Time + Full Time Term Time + Part Time + Part Time Term Time

Definition of each position basis

Full time – 37 hours per week, 52.14 weeks per year

Full time term time – 37 hours per week, 43.067 weeks (4/5ths) per year

Part time – less than 37 hours per week, 52.14 week per year

Part time term time – less than 37 hours per week, 43.067 weeks (4/5ths) per year

We would expect the headcount data to be higher in the new reports in comparison to previous reporting, this is because the old system counted headcount based on the number employees with primary positions and FTE. Multiplication factoring was used to reduce the headcount for groups of staff such as librarians, catering, all cleaning, School escorts, Youth Clubs, School meals, School crossing, project workers, home carers, work opportunities, leisure centre staff (timesheet based). For example, cleaners in special or primary schools, their FTE is multiplied by 0.5. Another example is timesheet employees in the Theatre, their FTE is multiplied by 0.3.

Turnover Summary by Directorate Report

The Turnover Summary by Directorate report contains 3 sub reports and they are:

1. Flintshire County Council and Directorate Turnover
2. Flintshire County Council and Directorate Leaving Reasons
3. Flintshire County Council and Directorate Leavers by Length of Service

1. Flintshire County Council Turnover

This report shows the percentage turnover of people for Flintshire County Council between the stated start point and end point, giving an average people headcount and the number of leavers for that period. It also gives the same breakdown by Directorate.

The formula used to measure turnover is:

Total Leavers over period x 100 / Average Headcount in period.

This formula is commonly known as the Separation rate.

People

Definition as per headcount narrative

Average People headcount

Headcount (People) at the start of the period + Headcount (people) at the end of the period / 2

Leavers (People)

The number of leavers (people) includes all reasons for leaving. (it includes voluntary resignations, all dismissals, end of fixed term contracts, retirements and redundancy.)

Voluntary Leavers

Excludes all dismissals, end of fixed term contracts, retirements and redundancy.

Directorate Turnover

The formulas used for calculating Flintshire County Council Turnover are used to measure Directorate turnover. However, the sum of the number of leavers (people) by directorate may be higher than the leavers (people) for Flintshire County Council because of some employees having multiple positions and therefore would be counted as one 'person' leaving in Flintshire County Council. Yet if the employee had one position in Community Services and one position in Environment, the employee would be counted once in Community Services leavers (people) and would also be counted once in Environment leavers (people).

Please note, if an employee has multiple positions within the same directorate, they will be counted as one leaver (people).

2. Leaving Reasons for Flintshire County Council and by Directorate Report

This report shows the leaving reasons by Flintshire County Council and by Directorate, as per the categories English Local Government Data set.

3. Leavers – Length of Service for Flintshire County Council and by Directorate

This report shows the length of service of the leavers, broken down by Flintshire County Council and by Directorate.

Diversity Summary by Directorate

This report shows the percentage breakdown of Flintshire County Council and Directorate employees categorised as:

- male/female/unspecified
- white/BME (Black/Minority Ethnic)/not recorded
- having a preference for Welsh as their language of correspondence (This data is based on the number of employees who receive a payslip in welsh and therefore does not reflect the welsh fluency in Flintshire County Council. There are plans to record employee's level of welsh language competency in the new HR Payroll system in 2009/2010.)
- disability

It also shows an age breakdown of employees for Flintshire County Council and by Directorate.

Absence Rate Summary by Directorate Report

The Absence Rate Summary report demonstrates absence data over the quarters by Directorate

In the background, the headcount for each quarter is based on the number of employees (People Headcount) at the start of the quarter, number of employees (People Headcount) at the end of the quarter. Both headcounts are divided by two, to obtain the average headcount for the period and excludes all relief and supply staff (as per the National Performance Indicator Guidance for Wales (08/09))

Days Lost (Lost time rate) based on FTE

Count of number of days from the start and end dates of each sickness absence in the period.

Average Days Available based on FTE

The formula for the Average Days Available is:-

Headcount (FTE) x 57 (average working days per employee per quarter)

Absence Rate

The formula for the absence rate is:-

Total Days Lost /Total Days Available x 100

FTE Days Lost

The calculation is based on the National Performance Indicator Guidance for Wales (08/09))

Numerator / Denominator

Numerator = Total number of working days lost to sickness absence between reporting start period and reporting end period..

Denominator = Average Number of Full time equivalent (FTE) employees

Previous Year

The Previous Year data is based on the data produced from Trent for 2008/2009. Data available pre re-structure.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **COUNCIL TAX BASE FOR 2010-11**

1.00 PURPOSE OF REPORT

1.01 To approve the Council Tax Base for the financial year 2010-11

2.00 BACKGROUND

2.01 The setting of the Council Tax Base for the next financial year allows the County Council, North Wales Police Authority and Town/Community Councils to calculate next year's Council Tax charges based on the estimated number of chargeable properties, expressed as the equivalent number of Band 'D' properties in the Council's area.

2.02 The Council Tax base is set as at 31st October each year and for 2010-11 needs to be notified to the Welsh Assembly Government (WAG) by 20th November 2009.

3.00 CONSIDERATIONS

3.01 The calculation of the Council Tax Base for 2010-11 takes into account allowances for property exemptions, discounts, disabled banding reductions and an estimate to reflect new build properties.

3.02 An assumed collection rate of 99% has been used in the calculation of the Tax Base, which then allows a 1% allowance for uncollectable debts. The 99% collection rate continues to be one of the highest levels in Wales and demonstrates the ongoing successes in the collection of Council Taxes within Flintshire, despite the current economic uncertainty.

3.03 The calculation of the overall Tax Base is based on the following headline data :-

Total Number of Properties	64,910
Estimated Number of New Builds/Demolitions	98
Properties Exempt from Council Tax	1,575
Reductions for Disabled Banding Relief	604
Taxpayers entitled to a 25% discount	20,094
Taxpayers entitled to a 50% discount	66

Date: 10/11/2009

- 3.04 The Council Tax Base for 2010-11 is 60,528 as shown in Appendix A to this report, this compares with 60,328 in the previous year, an overall increase of 0.33%. The reason for the marginal increase is mainly due to the pro-active work throughout the financial year in periodical reviews of taxpayers claiming discounts and exemptions with an emphasis on ensuring that only those that are entitled to a discount actually receive it. This is coupled with a small increase in the projected number of new homes during 2010-11.

4.00 RECOMMENDATIONS

- 4.01 That the Tax Base of 60,528 chargeable Band 'D' equivalent properties (as shown in Appendix A) for 2010-11 be approved.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no direct implications specifically from this report. The Council Tax Base will be used to calculate the average Band 'D' rate for 2010-11 once the Council Tax yield has been determined following publication of the Final Settlement, expected in December 2009.
- 5.02 The Council Tax charges for the next financial year will be determined as part of the 2010-11 budget considerations.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 Appendix A to the report details the breakdown of the Tax Base for 2010-11 by Town/Community Council area.

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

Local Government Finance Act 1992 - section 33
Local Authorities (Calculation of Council Tax Base) (Wales) Regulations
1995

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APPENDIX A - COUNCIL TAX BASE FOR 2010-11

Community	2010-11 Properties Band "D"	2009-10 Properties Band "D"
Argoed	2475.76	2475.36
Bagillt	1463.13	1467.67
Broughton & Bretton	2362.24	2370.96
Brynford	468.12	465.45
Buckley	6027.35	5983.93
Caerwys	614.21	605.94
Cilcain	730.65	736.08
Connahs Quay	5931.32	5943.90
Flint	4401.05	4410.69
Gwernaffield	1013.95	1007.00
Gwernymynydd	562.74	552.04
Halkyn	1358.9	1352.06
Hawarden	6018.75	6022.86
Higher Kinnerton	789.97	789.51
Holywell	3186.56	3162.69
Hope	1782.44	1787.97
Leeswood	816.56	815.76
Llanasa	1901.03	1869.74
Llanfynydd	835.73	837.47
Mold	4088.4	4060.38
Mostyn	693.15	701.46
Nannerch	269.46	270.18
Nercwys	299.18	300.57
Northop	1473.72	1479.12
Northop Hall	702.7	713.11
Penyffordd	1615.41	1598.39
Queensferry	693.26	695.62
Saltney	1761.69	1734.34
Sealand	1113.7	1117.60
Shotton	2156.21	2113.48
Trelawnyd & Gwaenysgor	418.18	412.74
Treuddyn	709.25	706.14
Whitford	1133.64	1119.67
Ysceifiog	659.59	648.12
TOTAL BAND "D" PROPS	60,528.00	60,328.00

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **CUSTOMER ON-LINE ACCESS TO REVENUES AND**
 BENEFITS INFORMATION.

1.00 PURPOSE OF REPORT

- 1.01 To inform members of software developments in the Revenues & Benefits service that will enable the Council to offer an online interactive information service to Council Tax and Business Rate payers and customers in receipt of Housing and Council Tax Benefit.

2.00 BACKGROUND

- 2.01 Customers wishing to make enquiries concerning Council Tax, Business Rates and Housing and Council Tax Benefit related issues can currently visit County Hall or telephone our offices between 8.30am and 5.00pm, Monday to Friday.
- 2.02 The Council also provides three half day 'Benefit surgeries' each week, where customers receive help and advice regarding Housing and Council Tax Benefit. These surgeries are held in Holywell and Connahs Quay.
- 2.03 Latest statistics show that the Revenues and Benefits service receive 109,000 telephone enquiries each year, 4,000 (3.7%) of which are abandoned.
- 2.04 The Revenues and Benefits service assists 5,000 visitors to reception and at the Benefit surgeries each year.
- 2.05 Our Revenues & Benefits software supplier has developed an internet based module which enables customers to access real-time Benefit claim and Council Tax / Business Rates account information and to communicate electronically with us 24 hours a day, 7 days a week, 365 days a year.
- 2.06 In accordance with the corporate design adopted by the Council's Web Development Group, this product has been rebranded as 'My Accounts'.
- 2.07 Once registered on My Accounts, customers will access the system via a seamless link on the Council's website.
- 2.08 The development has been split into 3 Phases. Phase 1 will provide

Date: 10/11/2009

customers with the ability to view claim and account information and to communicate electronically with us.

- 2.09 Phase 2 will see the introduction of a range of bilingual online forms that when completed by customers, will automatically transfer into our Document Management and Workflow system for processing by officers.
- 2.10 Phase 3 will focus on the development and implementation of e-mail Council Tax and Business Rates bills, Benefit notification letters and Landlord payment schedules.
- 2.11 It is anticipated that My Accounts will increase the number of new and repeat visitors to the Council's website, supporting the Council's wider objective of making the website the main communication channel and a number of other key objectives as detailed in the Council's ICT Strategy.
- 2.12 Phase 1 is scheduled to go live during December followed by a marketing campaign to promote awareness and generate customer take-up. Phases 2 and 3 will follow during 2010.
- 2.13 My Accounts will help modernise the service significantly - no other Local Authority in Wales currently offers its customers this type of facility.

3.00 SUMMARY OF THE CUSTOMER SERVICE IMPROVEMENTS

- 3.01 Customers will be able to access a range of information outside of normal office opening hours and at a time that is convenient for them. My Accounts could also help reduce the number of occasions that customers incur costs when visiting our offices or telephoning us.
- 3.02 Council Tax and Business Rates customers will be able to check when payments are due, see what discounts are being applied to their account, use online forms to tell us about changes and apply for a discount or exemption online.
- 3.03 Benefit claimants will be able to view details of their benefit, check when a payment is due, see what has been paid and when and use online forms to tell us about changes.
- 3.04 Benefit landlords will be able to view accounts where Housing Benefit is paid direct to them, check when a payment is due, see what has been paid and when and use online forms to tell us about changes such as tenants moving out and changes to the amount of rent charged.
- 3.05 Reducing the number of basic enquiries that we receive from customers will allow us to focus resources on improving further the quality of service that we provide. It will also make it easier for customers who do need to speak to us to get through, reducing the number of lost calls.

4.00 RECOMMENDATIONS

4.01 That members endorse and support the service enhancement set out in this report.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None directly as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None directly as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None directly as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 Informal consultation with English Council's who are using this software.

National data obtained from SOCITM.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

ICT Strategy 2009-2013
Customer Accounts Service Plan 2009/10

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**
SUBJECT : **FLINTSHIRE REGISTRATION SERVICE REVIEW**

1.00 PURPOSE OF REPORT

1.01 To inform members of the outcomes of the review of the Flintshire Registration Service and for members to consider the proposed changes to the service arising from the review.

2.00 BACKGROUND

2.01 It is a statutory requirement for councils to provide the service for the registration of births, deaths, marriages and civil partnerships. The General Register Office has responsibility for the technical aspects of registration and the Council, through its Proper Officer, provides resources, accommodation and support facilities allowing the service to operate.

2.02 After remaining substantively unchanged for 170 years the registration service in England and Wales has embarked on a significant modernisation programme. The objective is to restructure the service to meet the needs of today's society, with the emphasis on customer focus while maintaining the necessary rigour and control appropriate to this key service.

2.03 The government has put in place a challenging modernisation agenda, including legislative change, providing an exciting opportunity for service reform and improvement. A central component of national modernisation has already seen the implementation of a new computer system called RON (Registration Online) for civil partnerships, births and deaths, with marriages to be implemented shortly. The ongoing introduction of electronic services within the registration service must form part of future service planning and the service must be prepared for modernisation and the introduction of new ways of working.

Local authorities have also seen the responsibility for principal registration staff transferring from central government to local level providing full management responsibility of all staff employed by the service.

2.04 Flintshire Registration Service is located at Llwynegryn Hall, Mold and out-stations are located in Buckley, Caergwle, Connah's Quay, Flint and Holywell. The Service provides the facilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies, renewal of vows and naming ceremonies and is regarded as a front line service dealing with customers at very important stages of their lives.

Date: 10/11/2009

- 2.05 During 2008/09 the Registration Service facilitated 3807 appointments with the vast majority being at its central office in Mold. The following table shows the number of appointments at the various locations for 2008/09 .

Office	No. of Appointments 08/09
Mold	2,830
Buckley	113
Caergwrle	23
Connah's Quay	240
Flint	158
Holywell	443

- 2.06 At the County Council on 27th October, 2009 there was some confusion over the number of appointments at the Holywell office during 2008/09. The information referred to by the proposer of the motion to County Council differed to that which was quoted by the Council Leader during the debate. The reason for this difference is that in October, 2008 the register office in Park Lane, Holywell closed and the service transferred to the Holywell library. Prior to this move Holywell provided the full range of registration services including marriage and civil partnership arrangements covering the west of the county. As the office has been established in the town for many years and prior to 2006 was a main register office for the Flintshire West Registration District, customers would often 'drop in' rather than making a prior appointment. The figure of 147 referred to by the proposer of the motion was the number of appointments since October, 2008 when it changed location and began to provide the same range of services delivered by the other out-stations in the county.
- 2.07 The Authority employs one Superintendent Registrar, two Registrars and a team of Administrative Assistants / Deputy Registrars. All staff are part-time and the service calls upon relief staff as necessary e.g. summer months when the demand for marriage ceremonies significantly increases and where demand exceeds capacity. The Superintendent Registrar and Registrar posts are statutory officers and their duties are prescribed by law.
- 2.08 The current public opening hours for registration services are:

Office	Day	Time
Mold	Mon, Tue, Wed, Fri Thur	9:30 am – 3:30 pm 9:30 am – 12:30 pm
Buckley	Wed & Fri	9:30 am – 10:30 am
Caergwrle	Tue	12:00 pm – 1:00 pm
Connah's Quay	Mon Thur	9:30 am – 10:30 am 11:00 am – 12:30 pm
Flint	Tue Thur	9:30 am – 11:15 am 9:30 am – 10:30 am
Holywell	Mon Wed Fri	10:30 am – 1:30 pm 1:00 pm – 3:00 pm 10:00 am – 1:00 pm

- 2.09 The Mold office is the County's central register office and includes a secure 'strong room' where all the registers from 1837 to date are retained for the County, a reception, waiting area and facilities for customers. The Mold office is the only office to have a ceremony room within the County
- 2.10 The total direct cost of the Service for 2008/09 was just under £60,000 net, expenditure of £170,000 and income of £110,000.

3.00 CONSIDERATIONS

- 3.01 In line with the national service modernisation programme and our own commitment to improving customer services it was decided that before undertaking a review of the service we would ask our customers what they wanted. To establish customer opinion of the Service, survey forms were issued to over 200 customers in November 2008.
- 3.02 A full analysis of the returned survey forms was undertaken which identified that 85% of customers were extremely pleased and 14% satisfied with the current level of service provided.

- 3.03 A further analysis of the suggestions for improvement was undertaken and the main areas identified for improvement were:-
- longer opening hours and later appointments
 - improved car parking at the Mold register office
 - telephone access
- 3.04 To respond to customer feedback and the volume of customers and facilities available at the Mold register office, consideration was given to providing a full time service, which would allow an increase in opening hours and provide later appointments. However to achieve this without increasing costs there is a need to reduce total opening times across out-stations. This is also required if we are to remain within the General Register Office guidelines in relation to assessed hours. This guideline determines the number of hours which the service offers based on usage of the service.
- 3.05 To deliver a full time service at the Register Office at Llwynegryn Hall, Mold with services available between 8:30 am and 5:00 pm, Monday to Friday regrettably we need to close three out-stations. The time spent by staff travelling and attending these out-stations will be reallocated to the Register Office in Mold. This would ensure far more efficient and effective use of staff time currently spent at out-stations that are under utilised.
- 3.06 The proposals are to close of out-stations in Caergwrle, Buckley and Flint as these are used less than other out-stations. The closures will allow us to extend opening hours and availability of the service, as identified as a priority from our customer survey results. Although some may see these proposals as a closure or reduction of the service we will actually be providing a 22% increase in service availability if these changes are implemented.
- 3.07 It is not proposed to close all out-stations, Connah’s Quay and Holywell would remain open on a part-time basis providing later appointments than currently on some days, which was identified as a requirement from the customer survey results. A registration provision would therefore be retained in the east and west of the county, providing customer choice.
- 3.08 If the changes are implemented the revised public opening hours for the Registration Service will be:

Office	Day	Time
Mold	Monday – Friday	8:30 am – 5:00 pm
Connah’s Quay	Monday Thursday	9:30 am – 10:30 am 1:00 pm – 3:00 pm
Holywell	Monday Wednesday Friday	11:00 am – 1:30 pm 1:00 pm – 3:30 pm 10:00 am – 12:00 pm

- 3.09 In considering out-station closure the following factors have been taken into account.

Caergwrle

- Registration staff currently attend this out-station on a prearranged appointment basis only.
- The out-station is available for appointments for one hour per week.
- There were 24 appointments during 2007/08 and during 2008/09 there were 23 appointments.

Buckley

- Registration staff currently attend this out-station for one hour on a Wednesday and Friday regardless of whether prearranged appointments have been made.
- There were 115 appointments during 2007/08 and during 2008/09 there were 113 appointments.
- The analysis of customer feedback during November revealed that 80% of customers travelled to their appointment in Buckley by car.
- Furthermore the survey also revealed that an equal percentage of customers travelled from Buckley to Mold to use the service, as did the number who lived in Buckley and attended the Buckley out-station. Considering 94% of customers were also satisfied that they were able to attend at a time convenient to them; this points towards the fact that generally customers have no concerns about the requirement to travel to Mold.

Flint

- Registration staff currently attend this out-station for 1 ¾ hours on a Tuesday and 1 hour on a Thursday regardless of whether prearranged appointments have been made.
- There were 148 appointments were during 2007/08 and during 2008/09 there were 158 appointments.
- Having analysed the customer survey returns, 62.5% of customers lived in Flint but actually travelled to Mold, Connah's Quay or Holywell for their appointment during November. A lesser percentage of 37.5% of customers actually lived in Flint and attended the Flint out-station. This feedback again demonstrates that generally customers are quite happy to travel outside of their own town to access the Registration Service.

- 3.10 At the meeting of County Council on 27th October, 2009, many issues were raised including the detail of usage figures at the out-stations as referred to above. Although usage figures are an important consideration, there are other more important factors to take into account particularly access to the service for all the residents of Flintshire at a convenient time.
- 3.11 Neighbouring authorities have a smaller number of out-stations than we have in Flintshire currently.

Wrexham has the main register office in Wrexham town centre and an out-station at Chirk which is used on an appointment only basis. The Registrar also visits the Maelor hospital twice a week to deal with birth and death registrations.

Denbighshire has two separate registration districts both with a main register office in Rhyl and Ruthin. There are out-stations in Llangollen and Denbigh. The Registrar also attends Glan Clwyd hospital on three mornings a week.

- 3.12 The changes proposed would result in a 22% increase of service availability without increasing overall staff costs. This builds on the outcomes of the Best Value review of the Registration Service in 2001, the improvement plan identified a need to increase public opening hours. This resulted in the merger of the previous east and west registration districts and the closure of Hawarden register office. From 2005, public opening hours have increased by over 19% with the amalgamation of the Service at Llwynegrin Hall and these proposals if accepted will demonstrate an overall increase of 41% within four years.
- 3.13 The closures of Buckley, Caergwrle and Flint out-stations are regrettable and may cause some local inconvenience. However it must be stressed that the registration service is used only on a few occasions by most people and normally they will want the earliest appointment available to them irrespective of where that appointment is. With the extension of hours at Mold and the continuation of out-stations in the east and west of the county with later appointments we will see an overall improvement in terms of service availability and opening hours within existing budgets.

4.00 RECOMMENDATIONS

- 4.01 To consider the outcomes of the review and whether the proposed reconfiguration of the service should be implemented.

5.00 FINANCIAL IMPLICATIONS

- 5.01 A small amount of cashable savings will be made from a reduction in travelling expenses.
- 5.02 The extension of the opening hours at Mold will allow weekday ceremonies to take place during normal working hours which will result in a reduction in overtime costs.

6.00 ANTI POVERTY IMPACT

- 6.01 Some customers may need to travel further to deal with a registration matter than they may have previously. However the extending of opening hours will be more convenient for all customers and provides fairness in accessing the service.

7.00 ENVIRONMENTAL IMPACT

7.01 The changes would have minimal environmental impact.

8.00 EQUALITIES IMPACT

8.01 Extending public opening hours for the registration service and offering more convenient appointment times provides equality of access to the service for all customers in Flintshire.

9.00 PERSONNEL IMPLICATIONS

9.01 The new proposals will result in a change of working hours for registration staff. Registration staff have been involved in this process and no concerns have been raised.

10.00 CONSULTATION REQUIRED

10.01 No further consultation required. The proposals are for the benefit of customers across the whole county and the customer satisfaction survey undertaken takes a representative view.

11.00 CONSULTATION UNDERTAKEN

11.01 Flintshire Registration Staff have been consulted throughout the review. The Superintendent Registrar and two Registrars formed part of the review team and had a key role in developing the proposals. All other registration staff were consulted at appropriate stages at team meetings.

11.02 During November, 2008 all customers of the registration service were issued with a customer satisfaction survey. This was designed to target all customers including those that contacted the service about births, deaths, marriages, civil partnerships, naming ceremonies, renewal of vows ceremonies, citizenship and copy certificates. The survey form was also forwarded to approved premises licence holders and funeral directors within the county.

11.03 Letters detailing the outcome of the review and the proposals were sent to Flint Town Council, Buckley Town Council, Hope Community Council and local County Council members. Responses were received from Flint Town Council and Flint local members who opposed the proposals on the grounds of closure of the Flint out-station and its impact on Flint residents.

12.00 APPENDICES

12.01 No Appendices

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

No background documents

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **SHELTERED HOUSING IMPROVEMENT PROJECT**

1.00 PURPOSE OF REPORT

- 1.01 To update Executive on the work of the Members and Officer Working Group aimed at improving the sheltered housing and warden services.
- 1.02 To seek approval of the Executive for a series of improvement actions recommended by the group.

2.00 BACKGROUND

- 2.01 The Member and Officer Working Group was established in May 2009 as a response to the findings of the Sheltered Housing Visioning Day held in November 2008 . The Working Group was tasked to develop and deliver a series of Sheltered Housing Improvement Seminars across the County and then to put forward recommendations for the key service improvements that were agreed at the seminars to be implemented within the Sheltered Housing Service.
- 2.02 Ten Sheltered Housing Improvement Seminars were held during July and August 2009. The Member and Officer Working Group has produced a report on the outcomes from the improvement seminars and this is attached at appendix 1.

3.00 CONSIDERATIONS

- 3.01 The Member and Officer Working Group recommend to the Council's Executive that the following improvement actions be progressed.
 - 3.01.1 **That the Sheltered Housing Warden's role is developed and improved with the principal duties and responsibilities within the role promoting the values of an enabling support service.**

The Working Group propose that a draft of the revised warden's role be presented and discussed at a Sheltered Housing Tenants Conference, which is expected to be held in early 2010, and then, subject to the outcomes of a wider consultation process, the revised role be introduced in the summer of 2010.

Date: 10/11/2009

3.01.2 That the practice of contracting resident wardens as service tenants is ended.

Whilst the Working Group appreciates the formal consultations and contractual variations that will be necessary to achieve this aim, the Group believe, it is reasonable for all the necessary processes to be completed in the early summer of 2010, so the introduction of the revised employment contracts will coincide with the introduction of the revised job descriptions.

3.01.3 That arrangements are put in place to develop and manage an on-going improvement programme to expand the warden support service.

The Working Group recommends that the draft service expansion plan is produced by April 2010, and is then subjected to a robust consultation process.

3.01.4 That the Neighbourhood Housing Managers are tasked to make appropriate recommendations in consultation with Local Members and other interested parties on the future use of any units of sheltered housing within their localities that are deemed to be unsuitable as accommodation for older people.

The Working Group acknowledges that this will be a long-term process with the recommendations linking in to future capital work programmes.

3.02 The Member Officer Working Group has accepted a revised and extended Terms of Reference which would enable the group to oversee the improvement programme referred to in 3.01.3 above.

3.03 On the 7th October 2009 the Community and Housing Overview and Scrutiny Committee examined the Sheltered Housing Improvement Seminar Summary report. A majority of the Committee Members agreed, following a lengthy and thorough discussion, to note the content of the report and to support the proposal from the Working Group for a service improvement programme to be commenced within the Sheltered Housing Warden Service.

4.00 RECOMMENDATIONS

4.01 That Executive approves the recommendations set out in 3.01.1 - 3.01.4 above.

4.02 That Executive supports the continuation of the Member Officer Working Group to oversee the Sheltered Housing Improvement Project.

4.03 That Executive receives a further report on the service expansion plan referred to in 3.01.3 in due course.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Development of the role of the Warden will enable their support role to be more cost effective within existing resources.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly associated with this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Improvements to sheltered schemes will have a positive impact on local environments over time.

8.00 EQUALITIES IMPACT

- 8.01 An expanded Warden service will enable support services to be provided to a wider range of people on a more equitable basis.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Potential changes to the role of the Warden are the subject of ongoing discussion with staff.
- 9.02 Where existing and former Wardens are also service tenants, each individual situation will be considered on its merits and personal circumstances taken into account, when considering their future housing needs.

10.00 CONSULTATION REQUIRED

- 10.01 A Sheltered Housing Tenants Conference is being planned to enable all tenants to have a say in the development of the service.
- 10.02 Wardens are being consulted over changes to the service which will affect their role.
- 10.03 Any proposals for scheme - specific to changes or improvements which may arise out of recommendation 3.01.4 will be subject to local consultation as would any service change.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has been undertaken with Ward Members, Wardens and a cross-section of tenants via the Sheltered Housing Improvement Seminars.

12.00 APPENDICES

- 12.01 Sheltered Housing Improvement Seminars - Summary Report - October 2009

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report to Community and Housing Overview and Scrutiny Committee 7th
January 2009

Report to Community and Housing Overview and Scrutiny Committee
10th February 2009

Report to Community and Housing Overview and Scrutiny Committee 1st
July 2009

Report to Community and Housing Overview and Scrutiny Committee 7th
October 2009

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FLINTSHIRE COUNTY COUNCIL

SHELTERED HOUSING IMPROVEMENT SEMINARS

SUMMARY REPORT

October 2009

INTRODUCTION

As part of the Council's on-going commitment to introduce improvements to the Sheltered Housing Service a Working Group comprising of Members and Senior Officers was established in May 2009.

The Working Group was tasked to design and deliver a series of locality based Sheltered Housing Improvement Seminars. The improvement seminars would provide tenants, staff, and Members the opportunity to come together and examine, constructively debate and reach conclusions upon sensitive and potentially contentious proposals relating to the introduction of improvements within the Sheltered Housing Service.

Tenⁱⁱ Sheltered Housing Improvement Seminars were held during the period the 17 July to the 07 August 2009. One hundred and fifty eight participants attended the seminars. The participants comprised of twenty-six Members, forty-seven staff from the sheltered housing warden service, and eighty-five tenants.

A place at an improvement seminar could not be offered to all of the one hundred and ninety four tenants who expressed an interest in attending. Thus, the eighty-five tenants who did attend were chosen by random selection. The tenants who were not selected have all been contacted and assured that they will be given the opportunity to participate in future events.

If you would like to discuss any part of this report or the Sheltered Housing Improvement Seminars, please contact: Paul Neave: Project Manager: telephone- 01352 703802; e-mail paul.neave@flintshire.gov.uk.

ⁱ See appendix 1 for the Working Group's Terms of Reference.

ⁱⁱ See appendix 2 for the details of the ten seminars.

THE SEMINAR DISCUSSION GROUPS & THE IMPROVEMENT PROPOSALS

The participants at each of the ten seminars were divided into three discussion groups. The membership of the discussions groups was structured to make sure that each group included a mixture of tenants, staff, and Members.

A facilitator was assigned to each discussion group. The role of the facilitator was to remain impartial, to answer any questions that the participants within their group had on the improvement proposal under discussion and to record the key points noted by their group whilst they were developing their collective opinion on the improvement proposal.

The discussion groups examined the following ³four improvement proposals:

Proposal 1: Developing and improving the warden's role.

Proposal 2: Ending the contractual requirement for a residential warden to be a service tenant.

Proposal 3: Increasing access to the Warden Service.

Proposal 4: Making the best use of sheltered housing accommodation.

The outcomes from the thirty group discussions has been summarised on the following pages. Please note that this summary is not intended to represent a ⁴verbatim record of the comments made by the seminar discussion groups as they examined the four proposals.

³ See appendix 3 for the complete improvement proposals, as presented at the improvement seminars.

⁴ See appendix 4 for a selection of verbatim comments made by the groups

PROPOSAL 1: DEVELOPING AND IMPROVING THE WARDEN’S ROLE

When examining the above proposal the groups discussed in detail the principal aim of the improved warden support service, e.g. to provide an enabling support service that helps tenants to do things for themselves and not a service that will simply do things for tenants.

The groups also discussed why the delivery of such an enabling service would require wardens to provide services that are aligned to the assessed support needs of individual tenants and that this would mean wardens adopting a more flexible approach in the undertaking of their duties. For example, offering tenants an assessment visit at different times during the day, or during the evening, or at the weekend and providing services that will fluctuate as a tenant’s need for support increases or decreases.

THE OUTCOMES

The table displays the collated outcomes from the thirty discussion groups on the proposal to develop and improve the role of the Sheltered Housing Warden.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
21 groups	8 groups	1 group	-	-

As the figures in the table demonstrate, all but one of the thirty discussion groups agreed that the current Sheltered Housing Warden’s role should be developed and improved. The groups concurring with the opinion that wardens should be delivering support services that are designed to encourage tenants to become independent and not deliver services that encourage dependency.

The aim of the improved warden service to become an enabling service that encourages tenants to do things for themselves was the subject of several debates. It was contended that a number of tenants would need support that included their warden ‘doing things for them’ and that this fact needed to be recognised in the essential duties within the warden’s (improved) job description. However, it was accepted that this type of ‘doing for support’ would only be necessary for a limited period, for example, if the tenant was temporarily incapacitated or was regaining confidence in their ability to undertake day-to-day activities.

There was a consensus of opinion from the discussion groups that for the warden support service to achieve the aim of becoming an enabling service, wardens would be required to provide flexible and responsive support services that are based, as far as practical, on the individual support needs of tenants. Comments were often made that the warden support service has always provided a supporting and enabling service. However, it was acknowledged that the principal accountabilities, as stated within the existing warden's job description; do not reflect this kind of service delivery.

The professional image of a Sheltered Housing Warden and the awareness of the preventive nature of the services they provide was also a regular discussion at the improvement seminars. The predominant conclusion from these discussions was that the Sheltered Housing Warden role is perceived neither as a professional role, nor as a preventive role. It was agreed though that these misinterpretations of the value of the warden's role could be addressed during the redesign of the role.

The group who concluded their discussions with an opinion of being 'undecided' explained that in their view, it would be problematic to change the current culture within the warden service and also they had concerns that the traditional warden's role would cease if the role was to be developed in the manner proposed.

PROPOSAL 2: ENDING THE CONTRACTUAL REQUIREMENT FOR A RESIDENTIAL WARDEN TO BE A SERVICE TENANT

When examining the above proposal the groups discussed in detail the operational benefits to the Sheltered Housing Service (and to the Council as a whole) of contracting staff to be 'service tenants' who, due to current employment legislation, cannot work during the day and provide an on-call service during the night.

The discussion groups also considered the implications for existing Residential Wardens that the introduction of this proposal would produce. For example, will wardens be eligible to remain in their accommodation when they left the service and the need to vary their contracts of employment.

Finally, the discussion groups debated the sensitive subject of whether the implementation of this proposal would have an effect on the tenants within sheltered housing schemes. For example, would a tenant's sense of security be adversely affected if their warden no longer lived amongst them, or (as has happened on a number of schemes) would tenants experience no undue consequences?

THE OUTCOMES

The table displays the collated outcomes from the thirty groups on the proposal to cease the contractual requirement for a Residential Sheltered Housing Warden to be a service tenant.

STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
17 groups	8 groups	5 groups	-	-

As the figures in the table demonstrate, twenty-five of the thirty discussion groups supported the ending of this contractual practice. The discussion groups agreed that due to employment legislation there is no longer any operational benefit to the Sheltered Housing Service from contracting wardens to be service tenants.

There was agreement from the discussion groups that the warden support service could be efficiently provided from an office base within the scheme or in the community. In addition, by adopting this approach the discussion groups recognised the potential for other services to be delivered from the same office base, with the warden becoming part of a larger community support team.

The discussion groups also noted that the ending of the contractual requirement to be a service tenant would remove a potential barrier that might hinder the future recruitment of wardens. The discussion groups also recognised the negative impacts upon a warden's private life that resulted from them living at their place of employment.

The five groups who remained undecided on this proposal (along with some groups who offered their support for the proposal), expressed apprehensions over how this proposal would affect the long-term housing situation of existing Residential Wardens. However, it was acknowledged that Residential Wardens have, for numerous years, experienced a sense of uncertainty over their rights to housing when they were considering leaving the service and examples were provided of clear inconsistencies in past decisions on whether an ex-warden remains in, or leaves their old service accommodation. It was therefore agreed the implementation of this proposal would bring transparency to the decisions on a wardens rights to housing when they left the service.

The issue of how tenants would react to the loss of their Residential Warden was the subject of comprehensive debates at all of the seminars. Whilst the groups acknowledged that since January 2006, a Residential Warden has not

been able to provide any services in their off-duty hours, they concluded that the presence of a warden (during their off-duty hours) provides the tenants within the scheme with reassurance and with a sense of additional security. It was therefore stressed that should this proposal be implemented these perceptions held by the tenants will need to be handled with sensitivity.

Some discussion groups debated the issue of whether the community focus of the Warden Support Service would be diminished if a warden did not reside within the community in which they worked. These groups concluded that it would be important for the Sheltered Housing Service to demonstrate how the continuation of the warden's community role would be ensured if the proposal were implemented.

PROPOSAL 3: INCREASING ACCESS TO THE WARDEN SERVICE

When examining the above proposal the groups discussed in detail the potential benefits (for Flintshire residents and for the Council) that would be gained if the warden support service were accessible to all older and vulnerable people within Flintshire's diverse communities.

The discussion groups also debated the potential for the proposed service expansion to be achieved within current resources. Finally, the groups considered the proposal that a model of an expanded warden service should be developed and piloted so that the outcomes from an expanded service could be objectively analysed in terms of the benefits to service users and to the Council.

THE OUTCOMES

The table displays the collated outcomes from the thirty groups on the proposal to increase access to the warden support service.

STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
22 groups	7 groups	1 group	-	-

As the figures in the table demonstrate, all but one of the thirty groups agreed that access to the improved warden support service must be based upon the principle of equality and that older or vulnerable people should not be denied the right to benefit from the improved warden service simply because of their tenure type.

In reaching their conclusions, the discussion groups clearly recognised the positive benefits that would be obtained from an expanded warden support service and that these benefits made this proposal a worthwhile goal to be attained. For example, the service would improve the quality of life of an increased number of older or vulnerable people and the service would provide support to the Council's aim of helping people to remain living within their own homes for as long as practical.

The group who remained undecided on this proposal (along with some groups who supported the proposal), expressed concerns over how an expanded service would be resourced. It was questioned whether the current service resources would be sufficient to permit the warden support service to be able to expand into the wider community. It was stressed that the Sheltered Housing Service would need to provide reassurances that existing service provision would not be reduced to facilitate any proposed service expansion. However, it was accepted that through the effective assessment of the support needs of tenants and the adoption of smarter working practices additional service capacity might be created.

The developing and piloting of a model of the expanded service was supported by the majority of the discussion groups as being a sensible means of ensuring that the service does not raise the expectations of older or vulnerable people throughout the wider community, which cannot then be fulfilled. The issue of who will pay for the expanded service, i.e., the Council or the service user was also raised as a pertinent point that would need addressing if the service expansion model is developed.

PROPOSAL 4: MAKING THE BEST USE OF SHELTERED HOUSING ACCOMMODATION

When examining the above proposal the groups discussed the very sensitive issue of whether they agreed that in order to reduce void levels {and in doing so increase the money that the council collects as rent}, sheltered housing accommodation that is 'hard-to-let' should be redesignated and used to provide homes for other applicants on the Council's housing waiting list.

The groups also considered the various reasons why there are sheltered housing schemes with empty properties when there are a high number of older people on the housing waiting list. Finally, the groups discussed how sheltered housing schemes / accommodation could be made a more attractive housing option for older people.

THE OUTCOMES

The table displays the collated outcomes from the thirty groups on the proposal to make the best use of sheltered housing accommodation.

STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
13 groups	12 groups	4 groups	-	1 group

As the figures in the table demonstrate, twenty-five discussion groups supported the proposal that hard-to-let sheltered housing accommodation should be redesignated if it was not practical to upgrade the accommodation and there still would be sufficient older person housing provision within the locality. However, sixteen of these twenty-five groups stipulated that their support for this proposal was 'conditional' on the redesignation being of a whole block. The concept of redesignating a few units of accommodation and integrating vulnerable 'younger tenants' (even through sensitive allocations) into a sheltered housing scheme was deemed by these groups to be fraught with difficulties that could result in the proposal being unworkable.

The nine groups who supported the proposal and agreed to the integration of younger tenants within sheltered housing schemes stated that their support was based upon the development of a 'sensitive allocations policy' and upon control measures being in place if the allocation failed.

Examples were also provided of tenants being allocated sheltered housing accommodation whose support needs far exceeded the level of support that could be reasonably provided within such accommodation. It was suggested that closer working links between Housing Officers and Social Workers are needed in order to manage such allocations.

There was a unanimous agreement from the discussion groups on the unsuitability of 'bed-sit accommodation' as sheltered housing accommodation. It was recommended that this type of accommodation should be converted into self-contained flats or, if such a conversion was not feasible, then the bed-sit accommodation should be used to accommodate other applicants from the housing waiting list.

The group who strongly disagreed with the proposal to redesignate sheltered housing accommodation argued that when a sheltered housing scheme could not be improved it should be demolished and replaced with accommodation that is suitable for older tenants. The group suggested that the cost of undertaking such a course of action should be considered alongside the rent loss already incurred and the potential rental income that would be generated.

SUGGESTED IMPROVEMENTS

The seminar discussion groups presented numerous ideas on how sheltered housing accommodation could be made in to a more attractive housing option for older people. The more frequent suggestions included; ensuring accommodation is accessible both inside and outside. For example, doorways and passageways being wheelchair accessible, raised plug sockets, bottom opening windows, lever taps, ramps, dropped kerbs, and (when possible) lifts should be installed, etc. The need for the exterior and communal interior areas of schemes to be redesigned and redecorated to make them more welcoming was also a regular improvement suggestion.

The provision of adequate car parking facilities was another common improvement suggestion alongside the provision of storage/recharging facilities for mobility scooters. The issue of garden maintenance, particularly grass cuttings not being collected, was consistently raised as a further problem area where improvements were needed.

The provision of communal facilities was identified as a crucial factor that would make sheltered housing accommodation a more attractive housing option for older people. The groups recommended that all schemes have either their own communal facilities or easy access to the facilities within another scheme, as the provision of communal facilities would encourage tenants to engage in social activities and reduce their social isolation.

It was also recommended that the Housing Service should embark upon an innovative and proactive marketing strategy to promote the positives of living in sheltered housing accommodation and that the name of the accommodation should be changed from Sheltered Housing to Retirement Accommodation and Supported Housing.

PROPOSED JOB TITLE

Whilst discussing the four improvement proposals the seminar participants were asked to put forward suggestions of a new job title to replace the title of Sheltered Housing Warden.

The more popular suggestions included the phrases 'Community Support' or 'Housing Support' followed by the prefix of Officer, Worker, or Visitor. Less frequent (but perhaps more novel) suggestions included Easy Living Facilitator and Community Angel. Several suggested job titles ended with the word 'Angel' perhaps an example of the respect that the warden service is held within, particularly by the tenants. All the job titles suggested at the ten improvement seminars are attached for information at appendix 5.

CONCLUSIONS

The improvement seminars proved to be an extremely successful method of enabling groups of tenants, staff, and Members to constructively analyse the four improvement proposals. The independent conclusions reached by these groups on the merits of the improvement proposals, together with the numerous perceptive caveats that accompanied the conclusions, will be used to direct the on-going service improvement programme within the Sheltered Housing Service.

The Member and Officer Working Group will be making a series of recommendations to the Council's Executive for various improvement actions to be implemented. The proposed improvement actions are set out below.

1. A new job description for Sheltered Housing Wardens (and a new job title) will be developed. The principal duties and responsibilities within the job description will promote the values of the desired enabling support service and, as far as practical; they will reflect the collective views of the seminar discussion groups. The revised job description will be presented to the Sheltered Housing Tenants conference being held in early 2010, and then, subject to the outcomes of a wider consultation process, will be introduced in the early summer of 2010.
2. The Sheltered Housing Service will begin the processes that, upon their completion, will result in the ending of the practice of contracting Resident Wardens as service tenants. (It is important to understand that this process will not result in the loss of the warden support service. It simply means that the Sheltered Housing Service will no longer have the legal right to determine where a warden lives during their off-duty hours). As the necessary processes to achieve this aim are progressed, all of the concerns noted by the seminar discussion groups will be meticulously addressed. It is planned that the process will be completed in the early summer of 2010, to coincide with the introduction of the improved job description.
3. Arrangements are put in place to develop and manage an on-going improvement programme to expand the warden support service. The Working Group recommends that the draft service expansion plan is produced by April 2010, and then subjected to a robust consultation process.
4. The Neighborhood Housing Managers will, on an issue by issue basis, make appropriate recommendations (in consultation with local Members

and other interested parties} on the future use of any units of sheltered housing within their localities that are deemed to be unsuitable as accommodation for older people. This is envisaged to be a long-term process with recommendations linking in to future capital work programmes, etc.

AND FINALLY....

The Member and Officer Working Group hope that all the seminar participants found their attendance at the improvement seminars to be a thought provoking and a positive experience and that they will remain actively engaged in the on-going development of an improved Sheltered Housing Service.

The Member and Officer Working Group would also like to take this opportunity to express their sincere thanks to the numerous officers, through whose hard work and commitment, the delivery of the ten improvement seminars was made possible.

Member and Officer Task & Finish Group

Terms of Reference

1. Aim:

The aim of the Working Group is to develop, initiate, and champion a series of Sheltered Housing Improvement Seminars. The outcomes from the improvement seminars will contribute to the development of a community focused Specialist Housing Support Service that will provide accommodation related support services, which will enable older or vulnerable people to live as independently as possible within their own home.

2. Objectives:

The responsibilities of the Working Group will include:

- a. Agreeing the subject areas that the improvement seminars will need to examine in order for service improvements within the Sheltered Housing Warden Service to be attained.
- b. Designing and implementing a communication strategy that ensures the improvement seminars are accessible to all participants, promotes their involvement, and encourages open and constructive discussion of the agreed subject areas.
- c. Developing and managing the processes involved with the effective delivery of the improvement seminars.
- d. Developing an understanding of the concerns that some sheltered housing schemes face around their long-term suitability as accommodation for older or vulnerable people.
- e. Producing appropriate reports on the improvement seminars and ensuring as far as practical that the key improvements identified by the seminars are implemented within the Sheltered Housing Warden and Carelink Services.

3. Group Membership:

The Working Group will consist of the following Elected Members and Senior Officers.

Name	Designation
1. Cllr Peter Curtis	Member - Community & Housing Overview & Scrutiny
2. Cllr Carol Ellis	Executive Member - Social Services
3. Cllr George Hardcastle	Vice Chair - Community & Housing Overview & Scrutiny
4. Cllr Ron Hampson	Chair - Community & Housing Overview & Scrutiny
5. Cllr Eric Owen	Supporting People - Champion
6. Cllr Helen Yale	Executive Member - Estate Management (Housing, Industrial, Commercial & Agricultural)
7. Gill Conway	Housing Options Manager
8. Katie Davis	Supporting People Manager
9. Dawn Evans	Senior Sheltered Housing Officer
10. Maureen Harkin	Head of Strategy and Housing Services
11. Susan Lewis	Director of Community Services
12. Paul Neave	Project Manager - Sheltered Housing Improvement Project

4. Frequency of Meetings:

The first meeting of the Working Group will determine the frequency/ number of meetings that will be necessary in order for the aim of the Working Group to be attained.

Thursday, 30 April 2009

Appendix 2
Sheltered Housing Improvement Seminars

DATE	VENUE	LOCALITIES
17 JULY 2009,	ACACIA CLOSE, MOLD,	GWERNAFFIELD; MOLD; LEESWOOD; NEW BRIGHTON; NORTHOP HALL; NORTHOP
22 JULY 2009	LLWYN BEUNO, HOLYWELL	CAERWYS; BRYNFORD; LIXWM; RHYDYMWYN; GWERNYMYNYDD; NERCWYS; PENTRE HALKYN; RHOSMOR
24 JULY 2009	WOODSIDE CLOSE COMMUNITY CENTRE, EWLOE	EWLOE; MANCOT; ASTON; QUEENSFERRY; HAWARDEN
28 JULY 2009	BURNTWOOD COURT, BUCKLEY	BUCKLEY & ARGOED
30 JULY 2009	HEULWEN CLOSE COMMUNITY CENTRE, HOPE	TREUDDYN; HOPE; PENYFFORDD; CAERGWRLE; HIGHER KINERTON; LLANFYNYDD
31 JULY 2009	DEE COTTAGES, FLINT	FLINT & BAGILLT
03 AUGUST 2009	COMMUNITY CENTRE, MOSTYN	BERTHENGAM; PENYFFORDD; TRELAWYNYD; GRONANT; FFYNNONGROYW; WHITFORD; MOSTYN
05 AUGUST 2009	ELMWOOD COMMUNITY CENTRE, SHOTTON	SHOTTON; SEALAND; GARDEN CITY; BROUGHTON ; SALTNEY
06 AUGUST 2009	GLAN Y MORFA COMMUNITY LOUNGE, CONNAH'S QUAY	CONNAH'S QUAY
07 AUGUST 2009	LLWYN ALED, HOLYWELL	HOLYWELL & GREENFIELD

PROPOSAL 1 Developing and Improving the Wardens Role.

We propose that the aim of the improved warden’s role is to provide support services that help tenants to develop, or to maintain, the skills and confidence that they need in order to live independently and safely within their own home.

The principal responsibilities and duties within an improved warden’s role will include:

- helping tenants to maintain their general wellbeing {the main purpose of the assessment visit},
- helping tenants to develop, or maintain their ability to manage daily living activities, {this will not include any personal care tasks},
- helping tenants to reduce their sense of social isolation and/or become involved with their local community;

The improved warden’s role will be based upon the principle of providing support that is aligned, as far as practical, to the assessed needs of tenants. This will require the warden’s duties and responsibilities to become more flexible, for example, the improved service needs to offer tenants an assessment visit at different times during the day, or during the evening, or at the weekend. The improved service will also need to provide services that can fluctuate as a tenant’s need for support increases or decreases.

1. What does your group think of the proposal to develop the warden’s role into an enabling support service that helps tenants to do things for themselves, {and not a service that ‘does things for them’} and which provides support that is based upon the assessed needs of tenants? Please tick one of the boxes below and give reasons for your choice.
2. What essential duties and responsibilities would your group like to see in the improved warden’s role?

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
-----------------------	--------------	------------------	-----------------	--------------------------

PROPOSAL 2 - Ending the Contractual Requirement for a Warden to be a Service Tenant.

The Residential Sheltered Housing Warden’s contract of employment requires that they are the service tenant of a property within, or close by the scheme that they manage. However, due to employment legislation a Residential Warden cannot work during the day and provide an on-call service during the night. Thus, there is no longer any operational benefit of contracting staff to be service tenants. We therefore propose, as part of the improvements being made to the warden’s role, that this contractual practice is ended.

The implementation of this proposal will involve formal consultations with staff and the Unions over several issues including;

- the varying of employment contracts to reflect the fact that the provision of accommodation is no longer included in the warden’s overall salary package;
- determining what happens when wardens leave the service, e.g., will they remain in the accommodation or not;

We will also need to consider the impact upon current tenants that the implementation of this proposal may have. For example, if their warden no longer lives ‘amongst’ them will this affect the tenant’s sense of security? {Though, this has already happened on a number of schemes without any undue problems.} We will also need to consider the impact upon ‘in-coming tenants’. For example, how will the implementation of this proposal affect their rights to a concessionary TV licence, etc?

However, none of the issues that will be generated by implementing this proposal is insurmountable. Furthermore, by ending the requirement to become a service tenant, we believe the warden’s role will become more attractive to people who possess the relevant skills and experience to undertake the role, but who have no desire to move from their own home in order to take up such an employment opportunity.

1. What does your group think of the proposal to end the requirement for wardens to be service tenants? Please tick one of the boxes below and give reasons for your choice.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
-----------------------	--------------	------------------	-----------------	--------------------------

PROPOSAL 3 - Increasing Access to the Warden Service.

The Residential and Relief Warden Service is only accessible to tenants who live within designated sheltered housing accommodation. Obviously, the council has the right to provide whatever services it so chooses to its own tenants and this is not being questioned. However, the question of whether an improved warden service could play an enhanced role in helping the council to meet its commitment to help all Flintshire residents to live as independently as possible, does merit further consideration.

We propose that when the improved warden’s job description is redrafted, it does not contain any directive that will prevent the service from being accessed by older or vulnerable people living within Flintshire simply because of their tenure status. We want the improved service to be accessible to older and vulnerable people within all of Flintshire’s diverse communities who would derive a benefit from the type of help that the improved warden service will be providing.

We also propose, following the introduction of the improved warden’s role, that a model of an expanded warden service is developed and piloted. Through this pilot, the service model can be robustly tested and the outcomes from the service can be objectively analysed in terms of the benefits to service users and to the council. The conclusions from the pilot will allow the council to make informed decisions on the feasibility of an expanded service being introduced Countywide.

1. What does your group think of the proposal to make the warden support service accessible to more older and vulnerable people within Flintshire? Please tick one of the boxes below and give reasons for your choice.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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Proposal 4: Making the best use of sheltered housing accommodation.

Of the total council's housing stock of 7,539 units, 2,627 units (35%) is designated as sheltered housing accommodation and these properties can only be allocated to applicants who meet the appropriate criteria for accessing sheltered housing. The stock designated as sheltered accommodation also includes over 100 bedsits.

In some localities within Flintshire, there are sheltered housing schemes with a high number of empty properties {voids}, whilst at the same time there are a high number of older people on the council's housing waiting list who are requesting one/two bedroom accommodation in the same localities. Clearly, there are reasons for this. For example, some designated sheltered housing accommodation is not wholly accessible to older people with physical frailties and other sheltered housing accommodation is of a type that is no longer seen as an attractive housing option for older people.

Obviously, we want to introduce measures that will make sheltered housing accommodation more accessible and/or more attractive to older people. However, this course of action will not always be possible and decisions will have to be made on whether some 'hard-to-let' sheltered housing accommodation should be used to provide homes for a different group of tenants.

1. Does your group agree that in order to reduce void levels {and in doing so increase the money that the council collects as rent}, hard-to-let sheltered housing accommodation, through sensitive allocations, should be brought back into tenanted use by allocating it to other applicants on the council's housing waiting list? Please tick one of the boxes below and give reasons for your choice.

2. Does your group have any 'innovative' suggestions on how we could make the sheltered housing accommodation within your localities more accessible and/or attractive to older people?

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
-----------------------	--------------	------------------	-----------------	--------------------------

PROPOSAL 1: Developing and Improving the Wardens Role.

- Important that tenants keep their independence. Detrimental if warden does everything.
- Should not be a fixed rigid Monday to Friday service. Service needs flexibility, and visits increased by need.
- It is essential that assessment is done to establish the level of support needs and visits required/flexible.
- Would like to see warden at weekend. Maybe wardens should work on shift pattern.
- Assessing needs would help to identify level of services a tenant needed, and release staff time to support more tenants.
- Warden's role is not just a good neighbour – already an enabling role, promoting independence and preventing crisis. At present, this is not reflected in their job description.
- Must not be over-protective of residents. People still 'young' at 70.
- Continuity - same person visiting notices any changes. Important for continuity that relief wardens cover small areas or clusters.
- Agree with enabling, but sceptical about 'not doing for'. If a person needs help, the warden should be able to do it.
- Wardens do not have enough time to visit everyone – wardens need more time to see tenants.
- Some wardens doing more than others, experience of inconsistency with regard to level of service received.
- Poor communication with wardens is a big problem.
- Residents and warden should have clear written instructions of '*What your Warden can do for you*', also '*What we can't do*'. Need for re-launch of warden handbook.

PROPOSAL 2: Ending the Contractual Requirement for a Warden to be a Service Tenant.

- Carelink provides for security 24 hours a day and community's wardens help to promote safety/security.
- No operational benefit to living on-site. Mini scheme tenants do not have a warden on site. It works ok.
- Maybe an office closes by schemes where wardens can respond. Other professionals have office like nurses/doctors/police/ambulance.
- People object to change, but it needs to change and people adjust.
- One stop shop during day and night. Mini response team, e.g. Neighbourhood Wardens, Support Workers, Care Worker.
- Priority is to have a good warden. No need to live in a certain house to be one.
- More likely to recruit new staff to the work e.g. great skills for the work but do not wish to move from their own home.
- Wardens have a long history of the communities where they live and work. Need to demonstrate 'community role' of warden.
- Warden should be 'local' – three-mile radius – recommendations.
- When recruiting for warden, able to attract people with relevant skills not just wanting house.
- Concerns about change for existing tenants who receive support from resident warden. Perceived security by tenants.
- People have enjoyed the feeling of security of having a residential warden, but realise that this is not fair on the warden, and may reduce the chance of recruitment.
- Group feel strongly that if we introduced this proposal, the current warden should not be thrown out of their home. Need to reflect loyalty of wardens' service.

PROPOSAL 3 - Increasing Access to the Warden Service.

- All elderly people should receive this service irrespective of where they live. Access to the service should be based on equality.
- People who do not live in sheltered housing should not be 'penalised' and not have access to warden service.
- Initial referral and assessment critical. Right people, right service, right time.
- Great concept but difficult. Critical analysis required.
- Would improve people's lives – especially social isolation in more rural areas.
- Important for people to stay in their own homes as they have built up networks.
- Anything to improve someone's quality of life is worth doing (and worth paying for!).
- Time could be freed up with accurate assessments.
- Need to ensure we don't raise expectations we can't meet – thought needs to be given as to target group (and cost). Pilot needed to manage this.
- Need to ensure sufficient capacity exists for wardens if the service is broadened. Need to ensure existing warden services are not affected.
- What do we mean by vulnerable? Need clarification in relation to role of wardens.
- Phased implementation based on identified need within existing resources/capacity.
- Important not to duplicate Social Services' role not to replace warden housing management function.
- Mix of client groups is very difficult. Could be increasing problems.

Proposal 4: Making the best use of sheltered housing accommodation.

- Voids should not exist – waste of public money. Also, waiting list high.
- Where properties are not suitable for up-grading, those should be returned to general stock.
- Mini-schemes- look on an individual basis. Look at waiting list to see what demand is and make sensitive allocations.
- Flats - not a good idea to mix different groups as life styles not compatible.
- As a whole unit – would be ok, but definitely not with mixing families, children, etc with older people.
- Bed sits should only be used as a temporary stop gap. Ideal for other groups, e.g. ex-offenders, young people.
- Before re-designating stock, need to ensure adequate provision exists – need to plan carefully.
- Local lettings criteria needs to be reviewed to reflect community support, to avoid ‘back door’ perception (people from outside Flintshire getting housing priority).
- Cost of making fit for purpose v benefit of rental 5 years. - If we cannot change it/rebuild fit for purpose.
- All blocks should have controlled access (sense of security important).
- Improve marketing of FCC sheltered accommodation. Show properties in good decorative condition.
- Accessible, ramps, showers, wider doors, future-proof things like kitchens anti-scald valves/lever taps, not enough sockets, bathrooms, walk-in showers.
- Parking is a huge issue, especially for tenants with mobility cars. Investigate use of ‘Astroturf’ & Criss-cross plastic matting.
- Grass cuttings left around - slippery – collect grass; recycle for compost, sell and put back money to grass cutting and collection.
- All sheltered schemes should have community room/lounge to encourage social inclusion.

Appendix 5
Suggested Job Titles

17.07.2009	22.07.2009	24.07.2009	28.07.2009
Housing Support Officer	Community Helper	Assistant Carelink Supervisor	Community Supporter
Housing Support Worker	Community Support Officer	Care Supporter	Community Officer
Support Officer	Community Support Worker	Caring Support Officer	Community Support
Community Support Officer	Good Neighbour	Community Care Advisor	Community Support Worker
Community Support Worker	Neighbourhood Support	Community Support Care Advisor	Co-ordinator
Resident Support Service	Response Team	Community Support	Easy Living Facilitator
Support Person	Scheme Co-ordinator	Community Support Worker	Housing Support Officer
Community Angels	Scheme Manager	Guardian	Manager
Community Agent	Support Officer	Guardian Angels	Social Support Officer
Community Link Officer	Supporter	Home Support Angels	Warden
Accommodation Support Officer		Home Support Carer	Warden Support
		Home Support Facilitator	
		Home Support Worker	
		Neighbourhood Carers	
		People Supporter	
		People's Friend	
		People's Guardian	
		Senior Carelink Facilitator	
		Supporting People	

Appendix 5
Suggested Job Titles

30.07.2009	31.07.2009	03.08.09	05.08.09
Community Housing Support Assistant Community Housing Support Worker Community Support Worker Dawn's Angels 50s Supporting Officers Flintshire Angels Friendly Caller Housing Support Visitor Housing Support Worker Support Warden The Visitor Trouble-shooters	Community Angels Community Support Worker Independent Living Supporter Helping Hands Home Support Agent/Advisor Support and Advisory Service Definitely not 'Warden'	Community Facilitator Community Liaison Officer Housing Support Officer Mobile Support Officers Senior Citizens' Assistants Support Carer/Coordinator Support Worker	Senior Citizen Community Support Officer Community Support Worker Dawn's Angels Enabling Support Officer Resident's Advisor Resident's Guardian Our First Contact
06.08.09	07.08.09		
Community People Supporter Community Support Team Housing Warden Support Officer	Care Support Worker Community Angel Community Stars Community Support Assistant Community Support Officer Community Support Worker Support Enablement Officer		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **PASSENGER TRANSPORT IN FLINTSHIRE**

1.00 PURPOSE OF REPORT

1.01 To detail progress on a review of the way in which the Council's passenger transport functions operate, taking into account collaboration issues and the local and regional efficiencies agenda.

2.00 BACKGROUND

2.01 The Directors of Environment, Lifelong Learning & Community Services are presently reviewing the way in which the Council undertakes its passenger transport functions of public, school and social services transport.

2.02 The North Wales Procurement Partnership (NWPP) has been promoting collaboration to improve transport administration. Inevitably, this focuses upon ways in which Authorities can collaboratively reduce administration. The Director of Lifelong Learning at Flintshire is the regional Project Sponsor.

2.03 This report sets out proposals for the next phase of improving transport provision for service users across Directorates pending the outcomes of work outlined in 2.02 above. It looks to build on the work done by the Transport Review Task Group of Members in terms of broader collaboration and sharing of best practice to improve the quality and cost of services provided.

3.00 CONSIDERATIONS

3.01 Since April 2009 Flintshire and Denbighshire Councils have collaborated more closely on passenger transport. This includes the sharing of a senior manager able to deal with regional issues and, amongst other things, provide support from Flintshire towards real time bus information in Denbighshire and support from Denbighshire to improve:

- Flintshire's tendering process
- Health & safety of contractors
- Quality initiatives in home to school transport

Date: 10/11/2009

3.02 Regionally, Directors have examined some 30 areas for potential improvements. The best of these, provided they meet NWPP aspirations, were ranked if they could achieve the potential to release savings; and/or were low risk to the Council & its clients.

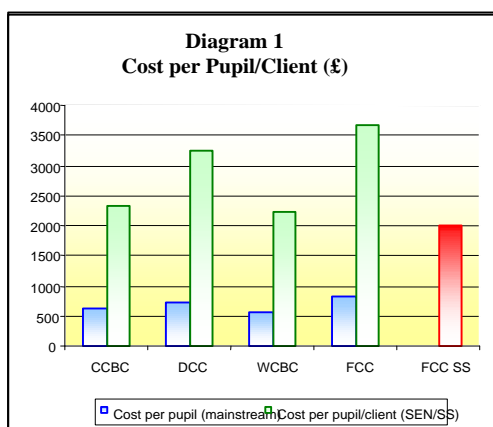
3.03 The following proved most significant potential workstreams in priority order:

- Joined-up working on policies, procedures and procurement (Environment & Community Services transport);
- Collaboration (FCC/DCC, plus others as the NWPP project unfolds);
- Current (Nov 2009) & proposed (Feb/Mar 2010) retendering;
- Proposed e-tender (Feb/Mar 2010 and beyond);
- SEN transport proposed “spend to save” initiative;
- Proposed (Nov 2009) e-auction of school transport routes;
- Extension of the Denbighshire SEN “culture challenge “ project

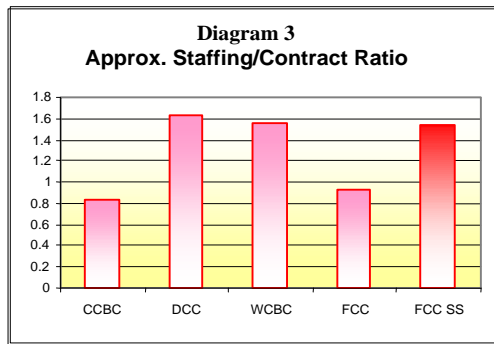
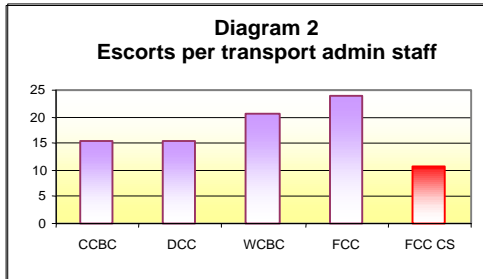
3.04 Directors felt that there should be support for a school transport network review, to include as a second phase and where appropriate, the opportunities afforded to the Council by the Learner Travel (Wales) Measure. Since some 95% of funding is spent on suppliers, a network review has the potential to release most savings, but to do so requires the resolution of staffing issues within the Environment Directorate.

3.05 Regionally, Flintshire’s supplier school transport costs are the highest (see Diagram 1), attributable to:

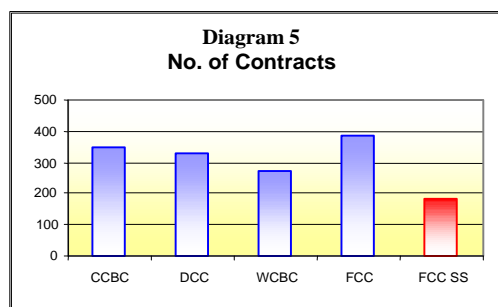
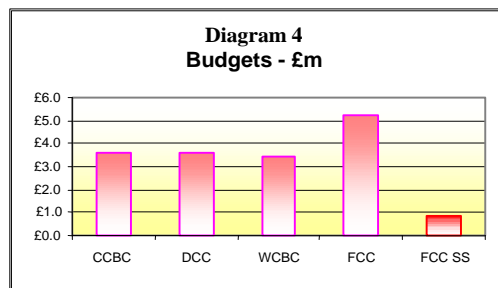
- Some routes not being retendered on a timely basis (now addressed)
- An emphasis on higher vehicle quality (proportion of new vehicles)
- Time constraints preventing staff making either good housekeeping or significant network changes.

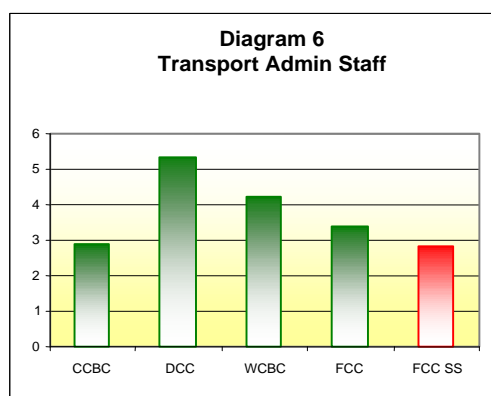


3.06 Comparisons between school and adult social care between Flintshire and its neighbours, reveals an imbalance of staff dealing with school transport and an inappropriate ratio of staff to contracts/escorts.



3.07 For school transport, Flintshire has the highest budget, number of contracts & escorts; yet it has fewer resources.





- 3.08 There appears a direct correlation between staff and the quality/control of each authority's respective networks. A good example is Flintshire's adult social care transport (as show in the diagrams above FCC/SS).
- 3.09 Releasing savings for a school network review would require additional staff on an "invest to save" basis. Part of this is being driven by a software solution for SEN transport but this would still require physical changes to the network.
- 3.10 An additional staffing resource supporting existing staff to undertake the review would allow:
- Increasing vehicle sizes to reduce the number of peak vehicles;
 - Potential for hours changes owing to the Learner Travel (Wales) Measure;
 - The correct balance of quality investment & cost;
 - The robustness of primary, secondary & networks and any redesigns;
 - Completing the identified SEN transport issues;
 - Cross-boundary issues at schools such as Glan Clwyd, St Asaph;
 - The possible release of some £200,000 per annum, or more.

4.00 RECOMMENDATIONS

- 4.01 That the work undertaken to date, particularly in relation to e-tendering is noted, and that the review and implementation continues.
- 4.02 That there is a continued collaboration with Denbighshire and, as the associated work of the NWPP unfolds under the Director of Lifelong Learning, further areas of collaboration be identified.
- 4.03 The additional staff resource to support colleagues in Environment is

engaged on an "invest to save" basis, to drive the necessary changes (initially a fixed term appointment).

5.00 FINANCIAL IMPLICATIONS

5.01 The annual cost of the additional post is approximately £35,000 including on-costs. This cost will be more than covered by the efficiency gains the continued work will generate. However, the first year's costs should be financed from the Corporate Contingency fund to allow sufficient efficiency gains to be made to enable the post to be self financing into the future.

6.00 ANTI POVERTY IMPACT

6.01 None identified.

7.00 ENVIRONMENTAL IMPACT

7.01 Continued refinement of routes will assist the Council's target for reducing their carbon footprint.

8.00 EQUALITIES IMPACT

8.01 Will be taken care of in the employment process.

9.00 PERSONNEL IMPLICATIONS

9.01 One additional post, precise salary still to be evaluated.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **HEAD OF OVERVIEW & SCRUTINY**
SUBJECT : **REVIEW OF FLINTSHIRE BUS SERVICE**

1.00 PURPOSE OF REPORT

- 1.01 To update Executive of the outcomes following a review of bus services within Flintshire by a task and finish group of the Environment & Regeneration Overview & Scrutiny Committee.

2.00 BACKGROUND

- 2.01 The potential for this review was discussed at a meeting of the Environment & Regeneration Overview & Scrutiny Committee on 30 July 2008. Consideration of this review stimulated discussions on a number of concerns members had relating to bus services within Flintshire. The areas identified included public awareness, the provision of bus lay bys, the extent to which buses contribute to congestion in town centres and bus services for rural areas. In addition to these areas identified, there was on-going joint research with Wrexham County Borough Council on Arriva and the Shuttle Bus service, which the committee had previously agreed.
- 2.02 On 24 September 2008, the Environment & Regeneration Overview & Scrutiny Committee agreed a Project Plan which included their Terms of Reference that recommended a Task & Finish Group be established to look at bus provision, urban and rural access, bus lay-bys and congestion within Flintshire.

3.00 CONSIDERATIONS

- 3.01 Over the 12 months that have followed the task and finish group members have carried out research through task group meetings, workshops, site visits, interviewing external experts, working with Senior Officers of the Environment Directorate, surveying service users and Town & Community Councils. At each stage of the review the full committee have been either updated on progress at regular intervals, or have taken part in attending workshops. The task and finish group did not progress without full support of the committee at the various stages.
- 3.02 The attached report draws together the process of the review and identifies how the 14 recommendations evolved. On 21 October 2009, the task and finish group members presented the final draft report to full committee to

Date: 10/11/2009

seek support and approval to enable it to be submitted to Executive for consideration.

4.00 RECOMMENDATIONS

- 4.01 That Executive approve the 14 recommendations listed.
- 4.02 In approving the recommendations, agree on the five recommendations within the report identified by the task & finish group and Officers as priorities.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Many of the recommendations can be implemented through existing resources. However, some may have financial implications to consider by officers and the Executive.

6.00 ANTI POVERTY IMPACT

- 6.01 Any recommendations implemented by the Executive could have a positive impact on Poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Any recommendations implemented by the Executive could have a positive impact on the Environment.

8.00 EQUALITIES IMPACT

- 8.01 Any recommendations implemented by the Executive could have a positive impact on Equalities.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

- 10.01 N/A

11.00 CONSULTATION UNDERTAKEN

- 11.01 The Environment & Regeneration Overview & Scrutiny Committee have been consulted throughout the review. The Head of Highways and Interim Head of Transportation has been consulted throughout the review.

12.00 APPENDICES

12.01 Review of Flintshire Bus Services

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

notes from all task group meetings, workshops listed within appendix.
Minutes of last meeting of the committee 21 October 2009

Contact Officer: Samantha Owen
Telephone: 01352 702305
E-Mail: samantha_owen@flintshire.gov.uk



REVIEW OF FLINTSHIRE BUS SERVICES

REPORT

by

**ENVIRONMENT & REGENERATION
OVERVIEW & SCRUTINY COMMITTEE**

October 2009

**ENVIRONMENT & REGENERATION
OVERVIEW & SCRUTINY COMMITTEE**

REVIEW OF FLINTSHIRE BUS SERVICES

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FOREWORD FROM THE COMMITTEE

This review arose out of work carried out by our predecessor committee prior to the 2008 elections. We are indebted to those members who contributed at the time and who did not return.

The review was initially discussed at a meeting of the new Environment & Regeneration Overview & Scrutiny Committee on 30 July 2008, consideration of this review stimulated discussions relating to a number of concerns Members had relating to other areas of bus services within Flintshire. The areas identified included public awareness of bus/train passes, issues relating to the provision of bus lay bys, the extent to which buses contribute to congestion in town centres and bus services for rural areas. It was agreed that the committee would prefer to consider these issues as a separate review to the agreed joint review with Wrexham County Borough Council, as they had been identified as concerns of services within Flintshire only. The joint review on Arriva and the Shuttle Bus service would continue with Wrexham County Borough Council. An additional project plan was subsequently agreed on 24 September 2009.

In reaching the conclusions and subsequent recommendations in this report, the Committee would like to acknowledge and offer thanks to the contributors listed at the end of this report.

We commend our report to the Executive for their considerations:-

Members of the Environment & Regeneration Overview & Scrutiny Committee

Councillors: M Wright (Chairman & Task Group member)	E Cooke
G Hardcastle	C Legg (Task Group Member)
M Peers (Vice Chairman & Task Group Member)	C Thomas (Task Group Member)
C Hinds	C Jones
S Jones	A Minshull
C Dolphin	A Shotton (prior to Feb 2009)
R Jones	A Aldridge (from Feb 2009)
G James	J Falshaw

Councillor P Curtis was co-opted onto the Committee for consideration of the joint review with Wrexham County Borough Council.

EXECUTIVE SUMMARY

The provision of bus services in a largely rural county like Flintshire is extremely challenging. A significant element of the County's population is dispersed across a large rural area, with difficulties in accessing services and facilities. Conversely, there is growing congestion in and around the main towns, impacting on the reliability of bus services. These contrasting requirements illustrate the challenge in ensuring that bus service provision meets the needs of the people travelling in Flintshire.

On 24 September 2008, the Environment & Regeneration Overview & Scrutiny Committee agreed a Project Plan which included their Terms of Reference (Appendix 1) that recommended a Task & Finish Group be established to look at bus provision, urban and rural access, bus lay-bys and congestion within Flintshire.

Upon establishment, the Task and Finish Group set about gathering information from a variety of sources to determine what are the real challenges and opportunities surrounding public transport provision in Flintshire. The sources included:

- Two workshops where all Flintshire County Councillors were invited to attend to express their views and represent their wards.
- A site visit by the whole Environment & Regeneration Committee to Buckley, to see an example where a bus lay-by has been closed off and its effects, and to witness the effects of congestion on the coast road (B5129 Chester Road) in Shotton.
- A further workshop to consider new initiatives and issues within the Transport Section at Flintshire. This also included the attendance of external stakeholders, i.e. bus operators working within Flintshire, community transport operators, Mersey Dee Alliance Representatives as well as the Senior Transport Officers from Flintshire.
- Meeting/Survey of Bus Operators
- Survey of Flintshire Students
- Survey of Town and Community Councils

The group were able to consider the current initiatives such as the European Regional Development Fund Priority 4 Bid, the Rural Development Plan Funding Axis 4, and the Welsh Assembly Governments (WAG) concessionary fares pilot scheme. The Group also considered the Regional Transport Plan (RTP) – a bidding document for transport schemes across TAITH region, and the 2008 Local Transport Bill/Act including the implications and benefits to Flintshire.

As a result of the overall assessment that took place, a list of 14 recommendations was formed.

Though the committee would like to see all recommendations delivered, it was agreed that a need to prioritise the delivery of the recommendations was important.

The recommendations largely fall into three key areas as follows:

Regulation/policy and funding

1. Consultation with Local members on highway and bus timetable changes in their wards, through an approved communication policy for all stakeholders including bus operators.
2. Feasibility for funding bus services for the under 19's through collaborative work with neighbouring authorities. (Some work has been carried out with bus operators who now provide a 25% discount)
3. Development of a policy for assessing the benefits of lay-bys.
4. Feasibility into charging a more commercial price to met the cost of services provided by the Deeside Shuttle.
5. Partnership formed between the Local Authority and Community Transport providers (Welsh Boarder Community Transport, Estuary Cars) through the Community Transport Association to consider; service provision where there are gaps in service and avoiding duplication of service, increased funding streams, incorporating use of shuttle buses.
6. Consider seeking contributions from developers through the planning system to provide and support public transport services.

Infrastructure and service provision

7. Review of rural bus service links into quality bus networks. Re-assessing all routes for bus usage, where necessary reduce/increase service provision and consider other forms of provision where there is low demand.
8. Review the use of the shuttle bus from County Hall Mold at lunch time periods and on Saturdays for Park and Ride, for increased income linking into CITTASLOW for Mold.
9. Liaise with Arriva and other bus providers to consider feasibility of providing transponders on busy bus routes to control the traffic light system.
10. Review the suitability of the bus stop/lay-by in Drury Lane, Buckley.
11. Consider long term solutions to tackle high levels of congestion in Shotton and the Deeside Strip, linking to funding through TAITH and the Regional Transport Plan (RTP)

Ticketing and information and marketing

12. Develop Marketing Strategy for:
 - promoting bus services for all ages,
 - types of passes available,
 - routes and times.
 - ensuring bus timetables are up-to-date and available at bus stops.
 - promotion of bus time tables, in post offices, pubs, local shops etc.

- promoting bus use in Your Council newsletter.
 - bus timetable could include additional information, i.e. free bus passes information/application form, procedure for users wishing to use the easy access service along with regulations on health and safety issues when using electric wheelchairs.
 - Consider the use of Push Technology to enable the Authority to send out information to interested parties by email.
 - Working collaboratively with neighbouring authorities to attract funding through TAITH for Marketing.
13. Have consideration for the visually impaired when advertising bus times at bus stops, implement the provision of luminous orange bus passes for the visually impaired. This system is used in other areas, and could avoid conflict between the bus user and the bus driver. The user would hold out the luminous pass when they wish a bus to stop, but are unsure of its destination. When the driver stops and if it is the wrong service for the user, there will be an understanding from the driver.
14. Consider auto-send invitations to over 60's for free bus passes.

1.0 INTRODUCTION

On 24 September 2008, the Environment & Regeneration Overview & Scrutiny Committee considered and approved the Project Plan and Terms of Reference for the establishment of the Flintshire Bus Services Review Task and Finish Group. The Group's key objectives, approved by the Committee were:

1. Lay bys being provided in towns/villages to aid in reducing congestion
2. Public awareness of bus/rail travel passes
3. Bus services for the disabled
4. Rural/Tendered Service Routes, to include WBCT and Shuttle bus out of hours services.

This report summarises the evidence gathered by the Group and sets out the conclusions and recommendations that were drawn by Group Members following their investigation.

1.1 Background

In order to fully investigate the issues surrounding bus services in Flintshire, the Group reviewed a host of information and evidence gathered through several group and full committee meetings and data gathering exercises. Information was provided by a variety of sources including Flintshire transport officers, bus operators, and community transport operators, high schools and town and community councils. The issues discussed ranged across a broad spectrum of topic areas including concessionary fares, rail and bus integration, and bus travel particularly in the more rural areas, community transport/shuttle bus opportunities and community transport/shuttle bus funding, publicity and service quality assurance standards.

The key issues identified and examined by the Group are in section 2, "Evidence Gathering". However before the Group could progress, they first had to understand how bus services operate and what access to public transport is, in order to truly ascertain areas where improvements could be identified and delivered, and what legislation and policies exist that govern practice both on a national and local level. This resulted in the first of the workshops held on 4 September 2008, the purpose of which was to outline how the services operate under current legislation.

1.1.1 How do bus services operate?

The majority of bus mileage operates on a commercial basis in Flintshire is provided by Arriva, so the Council has no direct control on routes, timetables or fares. A significant tender network covers most services in rural parts of the County, including evening and weekend services, and the Deeside Shuttle bus. These services are costly to the Authority's budget with ring fenced revenue grants from the Welsh Assembly Government (WAG).

In order to influence commercial bus services in the County, Flintshire has developed partnerships with the main providers. With the exception of Arriva, most buses in the County are painted in the Flintshire livery. Agreements have been put in place to modernise buses in the County, an example of this is service 12 (Deeside to Broughton Park and Chester). The Flintshire bus timetable is produced twice a year

and real time passenger information is displayed at a number of bus stops. All bus stops are owned by the Council which has a programme to modernise facilities.

1.1.2 Public Transport Guidance – Past/present/future

The introduction of the Traffic Act had enabled potential operators to obtain licences and specify their own routes and timetables. Bus use had fallen in the 1960's which had resulted in services to some rural areas being withdrawn. In response, the 1968 Transport Act and the 1972 Local Government Act gave local authorities new powers to co-ordinate public transport services and make grants to bus operators to maintain levels of service. Under the 1985 Transport Act, publicly owned national bus companies were privatised and the previous licence system was abolished. Bus companies were free to operate any bus they wanted and local authorities were given powers to tender services not provided on a commercial basis. This system still operates today.

The Local Transport Bill 2008 will apply to both England and Wales. The Welsh Assembly Government has a working group to see how the Act will be applied for Wales including looking into the provision to enable better partnerships between bus operators and local authorities.

Bus operators will need to agree to provide a service to a certain standard. If agreement cannot be reached then a 'statutory quality partnership' will mean that local authorities will agree to invest in improved facilities and only those bus operators which have agreed to that standard will be allowed to use the facilities. Local Authorities can specify maximum fares and routes through the partnerships, although there will be safeguards. If not effective, the whole of the bus network would be tendered or franchised. The Traffic Commissioner will be able to fine bus operators for failing to meet standards, or the local authority for its part in the failure of service, i.e. not controlling parking properly affecting bus services.

2.0 EVIDENCE GATHERED - Findings

Between September 2008 and September 2009, the Task & Finish Group and Committee had the opportunity to meet with a variety of professional witness sources to identify and discuss key public transport issues in Flintshire. The witnesses came from a field of backgrounds collectively providing a broad overview of the principle issues that face both the users and providers of the service.

2.1 Surveying the Town & Community Councils

The Task & Finish group wrote to all Town & Community Councils in an attempt to understand from their perspective, as representatives of the communities they serve, what the key issues are surrounding public transport in their areas. Fourteen Town & Community Councils responded to the letter. Appendix 2 contains a summary of the responses received. The results along with the information gathered from other witness sessions have been collated to highlight the principal recurring issues, and used to formulate the recommendations of the Committee.

2.2 Meeting of the Joint Task & Finish Group with Wrexham County Borough Council – 16 September 2009

The Flintshire members of the group ascertained that in addition to the concerns of Flintshire, Wrexham members were also concerned about the depleting funding for the Shuttle Service. Flintshire members were aware that Flintshire County Council had submitted a joint match funding application from the European Development Fund (ERDF) to go towards the use of the shuttle service in Flintshire. If successful, the Council would still have to find 60% of its funding.

The group also discussed the issues which had been raised at Environment & Regeneration Committee for Flintshire regarding timetable links between buses and trains, punctuality of buses etc. A Wrexham Councillor suggested that enquiries would need to be made to establish whether Wrexham experience similar problems. It was agreed that Wrexham would conduct a people's voice survey, the results of which would be shared with Flintshire, which does not have a citizen's panel.

2.3 Considerations by the Environment & Regeneration Overview & Scrutiny Committee

In order to ensure an open and transparent process it had been agreed at the beginning of the review that the Task & Finish Group would report back to the full Committee at regular intervals. This would also ensure that the comments of all the committee could be incorporated into the review.

The Full Committee considered seven reports prepared by the Facilitator during the course of the review. These reports were:

- a. 4 March 2008 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 7 '*Proposed Joint Scrutiny Review with Wrexham County Borough Council*' with Appendix A (*first draft project plan, drafted by the Chairman, Vice Chairman and Facilitator*).

- b. 30 July 2008 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *‘Proposed review of Issues surrounding Bus Services in Flintshire’* with Appendix A (*Draft Project Plan*)
- c. 24 September 2008 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *‘Proposed Review of Issues surrounding Bus Services in Flintshire’* with Appendix A (*Draft Project Plan*).
- d. 2 December 2008 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 5 *‘Joint Review with Wrexham County Borough Council’*
- e. 28 January 2009 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *‘Review of issues surrounding bus services in Flintshire’* together with Appendix B (*Draft Questions for Arriva*)
- f. 23 February 2009 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 8 *‘Review of Issues surrounding bus services in Flintshire’*
- g. 6 May 2009 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item *‘Review of Issues surrounding bus services in Flintshire’* together with Appendix A (Agreed Questions for Arriva) Appendix B (Arriva Meeting Notes) and Appendix C (An Overview to the responses received from Town & Community Councils)

At each stage the Committee made observations and comments which were taken into consideration by the Task & Finish Group.

2.4 Workshop on Flintshire Bus Services where all members were invited to participate 19 November 2008

The Task & Finish Group agreed that a workshop to collect the views of Members relating to their individual wards was essential. The Chief Transportation Officer and Senior Transport Assistant kindly offered to facilitate the workshop.

It was explained that since 1986 with the deregulation of transport, any bus company with a licence could operate any route or timetable. These commercial networks of services operated outside the control of the authority. However, the Council has powers to fill any gaps in these networks by funding tendered services.

A map of Flintshire was displayed, showing all bus services which the Council currently paid. The map was marked to show daytime (orange), evening (green) and Sunday services (yellow). Solid lines showed services wholly funded by the Council, and broken lines showed services that were partly funded by the Council. Copies of the Flintshire bus timetable booklet were distributed, together with a chart showing the breakdown of each contract that the Council has, colour-coded by operator. The total cost of these tendered services was approximately £2.5m per year, although much of this was charged elsewhere, e.g. recharged to Education or other neighbouring authorities. Data on bus usage was also included on the chart. Mr Blainey confirmed that this information was open to the public under the Transport Act.

Members were then asked to raise any queries affecting residents in their wards. The questions and concerns that arose from the workshop were used to formulate the questions later presented to Arriva in a meeting with them on 3 April 2009.

2.5 Site Visit by Environment & Regeneration Overview & Scrutiny Committee to Buckley and Shotton – 8 January 2009

This arose because two members raised concerns within their wards that could be used as examples when conducting the review. Councillor Ann Minshull highlighted the problems at Shotton and Connah's Quay where she believed that much of the congestion on the roads was caused by Buses. Councillor Mike Peers gave an example where lay-bys had been removed in Buckley which had caused problems following their removal. It was agreed that a site visit to the two towns should be carried out by the Committee.

The observations made by the members who attended the site visit contributed to the final recommendations.

2.6 Seminar on Flintshire County Council Bus Developments - 9 February 2009

To ensure the Committee and Task & Finish Group were working in harmony with the Directorate a seminar was held to highlight new initiatives and issues the Directorate were working on. The main areas focused on during the seminar included:

1. Presentation of Deeside – Chester Transport System Report.

This report was commissioned to re-examine the feasibility of using the track-bed of the former railway line from Dee Marsh to Chester to provide a high quality bus-way. If it was found that this was not practical the consultants were asked to consider other ways of improving bus services in the county concentrating on access to employment.

2. European Regional Development Fund Priority 4 Bid.

A bid had been submitted under the above fund to enable the operation of new high quality bus services and an expansion of DRT to provide feeder services from rural parts of the county into new conventional services to main employment sites. Details of the bid needed to be shared with members.

3. The Future of the Deeside Shuttle.

A presentation of information received from a survey of all Shuttle users and an economic evaluation of the current service together with a discussion about possible changes to the way the Shuttle operates.

4. Community Transport.

The two main community transport operators in the County were losing a significant proportion of their funding in 2009/10 and it would have a major impact on the most vulnerable members of the community in Flintshire.

It also gave Members the opportunity to meet with other stakeholders including Senior Managers from Arriva, Town Lynx, GHA and P & O Lloyd, Representatives from MDA Transport Group and representatives from Welsh Border Community Transport.

2.7 Meeting held with Arriva Representatives, 3 April 2009

The Task & Finish Group members agreed that it would be beneficial to offer to all members of the Committee the opportunity to meet with Arriva Representatives. This resulted in Councillors Mike Peers (Task Group Member and Chair for the meeting with Arriva), Ann Minshull, George Hardcastle and Richard Jones representing the Committee at the meeting.

The group agreed to go through each of the agreed questions provided by the Environment & Regeneration Overview & Scrutiny Committee, the responses of which formed a large part of the resulting recommendations (Appendix 3).

2.8 Consideration of the Young People in Flintshire

The Overview & Scrutiny Officer team had throughout 2008 been visiting high schools within Flintshire promoting Overview & Scrutiny to Sixth form Students. During this process the Students were encouraged to complete Scrutiny Suggestion Forms highlighting what they believed to be important issues to them. A very high percentage of students from those High Schools visited quoted a number of concerns relating to bus services which affected them as students. This information, as with that collected from the Town & Community Council's was used when considering the recommendations.

Summary of comments received from Flintshire Sixth Form Students

- Buses never arrive on time
- Student bus prices
- Bus fares expensive
- Buses infrequent and unreliable
- No bus route from Hawarden to Mancot and Sandycroft
- Bus provision in the evenings
- Child bus tickets up to the age of 18, as adult prices too expensive for young students.
- Issues Student cards for free
- Friendlier bus drivers
- A bus through Broughton village more often
- Free bus service for young people

3.0 ASSESSMENT OF EVIDENCE - Conclusions

During the work of the review members have considered a significant amount of information, and considered a great deal of information from expert witnesses that have kindly agreed to contribute to this piece of work. In addition the Task and Finish group were also able to draw upon the responses received from the Town and Community Council's and the Sixth Form Students in Flintshire. The group also considered a number of national and local policy documents.

The initial conclusions of the Task and Finish group amounted to 24 recommendations. However, during consideration of the draft report by the whole committee it was agreed that this was excessive, and recommended that the Task and Finish group meet with officers of the Directorate to go through the 24 recommendations that were currently highlighted in the report. The members realised that some recommendations may not be feasible, so the meeting with the Officers would help re-consider the recommendations and aid in prioritising some of the important achievable recommendations for the final version of the report.

Each recommendation was considered individually which resulted in only three recommendations being removed or amended. A number of other recommendations were combined which aided in reducing the total number. The three recommendations removed were:

- Funding for reconsideration of bus station at Shotton:-
The Task and Finish Group were advised by officers that this opportunity was no longer available as the building in question was now purchased.
- Cross County collaboration for funding services provided at the periphery of the county:-
Although this was a good recommendation, during the meeting the Task and Finish group established that the officers had provided them with enough examples where work of this nature was on going, e.g. the Mold – Denbigh route and Mold – Ruthin route.
- Feasibility on converting loading bays to lay-bys at Shotton:-
This recommendation had been of high importance to the Task and Finish Group, as well as the whole committee. However, following discussions from the officers, they were informed that it was not feasible to convert the loading bays to lay-bys for a number of reasons including:
 - ❖ Underground wiring
 - ❖ The policing of the lay-bys to prevent cars using them, as is the case now with the loading bays
 - ❖ Health and Safety issues
 - ❖ Complaints from businesses that rely on the loading bays for delivery of goods.

However, following further consultation with the full committee, members were not happy that this recommendation had been removed. The Task & Finish Group were instructed by the committee to meet again with Officers of the Directorate to reconsider this item as a recommendation. The Task & Finish Group met again with Officers on 8 September, which resulted in the agreement that the recommendation should be included, but with the wider consideration in finding solutions to address congestion in Shotton. The recommendation was therefore reworded as "Consider long term solutions to

tackle high levels of congestion in Shotton and the Deeside Strip, linking to funding through TAIH and the Regional Transport Plan (RTP)”

Drawing on this evidence the Committee arrived at 14 recommendations that broadly fall into three categories that are described below:

3.1 Regulation, Procurement and Funding

From the outset it was important to inform the members of current legislation within the Bus Industry and the members felt it was important to support current policies and strategies in place. They also felt it was important to develop/update further policies where it appeared there was a lack in policy use. This will be covered in recommendations 1, 3 and 12.

Part of the groups aim was to look at existing service processes and aim to get best value for money in return for the investment set. Recommendation 6 is a good example of the committee's suggestion of extra funding streams through contributions from developers to go towards public transport.

The Group considered the notion of a concessionary travel ticket for the under 19's, as they were aware that there had previously been funding for subsidised travel for the 16-18's from WAG that had ended. It was felt that a study into the feasibility of such an idea was important as set out in recommendation 2.

Following the site visit to Buckley, the Committee believed that there did not appear to be a policy on lay-by provision/removal. Members gave examples where lay-bys had not been removed, and the example in Buckley provided evidence in the lack of consultation both with Local Members and stakeholders, in this case Arriva. Recommendation 1 aims to rectify this problem.

The group had considered the concern of the reducing funding from WAG for the Shuttle Bus Service, and believed a feasibility study into charging commercial prices to meet the cost of services provided by the shuttle bus should be carried out. Recommendations 4, 5, and 8 cover this.

3.2 Infrastructure and Service Provision

Welsh Border Community Transport was seen as a good example of a successful community based transport organisation. Members were eager to promote this type of approach to community transport needs which are highlighted in recommendations 5, 7, and 8.

During the site visit to Shotton and the subsequent meeting with Arriva Representatives, it became apparent to the group that a number of steps could be considered to address the issues of congestion in Shotton. These are addressed in Recommendations 3, 7, 9 and 11.

3.3 Ticketing and Information and Marketing

During the workshops conducted with Local Members, a common concern amongst them was the availability of timetables to the public. The group have aimed to address this issue in recommendation 12.

It was also evident during member discussions that better use could be made of the bus timetables, incorporating additional relevant information; this is also covered in recommendation 12.

Representations on behalf of the visually impaired were also made by Councillor Peter Curtis on the difficulty of using public buses. During the meeting with Arriva Representative, a very good suggestion was made by them to aid in assisting visually impaired bus users and also the bus drivers. This is covered in recommendations 13.

3.4 Conclusion

Although the Committee would like to see all of the recommendations achieved they felt it necessary to prioritise five recommendations in particular. In agreement with officers of the directorate the recommendations listed below were identified as priorities:

1. Consultation with Local members on highway and bus timetable changes in their wards, through an approved communication policy for all stakeholders including bus operators.
2. Feasibility for funding bus services for the under 19's through collaborative work with neighbouring authorities. (Some work has been carried out with bus operators who now provide a 25% discount on evidence of student card)
5. Partnership formed between the Local Authority and Community Transport providers (Welsh Border Community Transport, Estuary Cars) through the Community Transport Association to consider; service provision where there are gaps in service and avoiding duplication of service, increased funding streams, incorporating use of shuttle buses.
9. Liaise with Arriva and other bus providers to consider feasibility of providing transponders on busy bus routes to control the traffic light system.
12. Develop Marketing Strategy for:
 - promoting bus services for all ages,
 - types of passes available,
 - routes and times.
 - ensuring bus timetables are up-to-date and available at bus stops.
 - promotion of bus time tables, in post offices, pubs, local shops etc.
 - promoting bus use in Your Council newsletter.
 - bus timetable could include additional information, i.e. free bus passes information/application form, procedure for users wishing to use the easy access service along with regulations on health and safety issues when using electric wheelchairs.
 - Consider the use of Push Technology to enable the Authority to send out information to interested parties by email.
 - Working collaboratively with neighbouring authorities to attract funding through TAIH for Marketing.

4.0 RECOMMENDATIONS

Regulation/policy and funding

1. Consultation with Local members on highway and bus timetable changes in their wards, through an approved communication policy for all stakeholders including bus operators.
2. Feasibility for funding bus services for the under 19's through collaborative work with neighbouring authorities. (Some work has been carried out with bus operators who now provide a 25% discount on evidence of student card)
3. Development of a policy for assessing the benefits of lay-bys.
4. Feasibility into charging a more commercial price to met the cost of services provided by the Deeside Shuttle.
5. Partnership formed between the Local Authority and Community Transport providers (Welsh Boarder Community Transport, Estuary Cars) through the Community Transport Association to consider; service provision where there are gaps in service and avoiding duplication of service, increased funding streams, incorporating use of shuttle buses.
6. Consider seeking contributions from developers through the planning system to provide and support public transport services.

Infrastructure and service provision

7. Review of rural bus service links into quality bus networks. Re-assessing all routes for bus usage, where necessary reduce/increase service provision and consider other forms of provision where there is low demand.
8. Review the use of the shuttle bus from County Hall Mold at lunch time periods and on Saturdays for Park and Ride, for increased income linking into CITTASLOW for Mold.
9. Liaise with Arriva and other bus providers to consider feasibility of providing transponders on busy bus routes to control the traffic light system.
10. Review the suitability of the bus stop/lay-by in Drury Lane, Buckley.
11. Consider long term solutions to tackle high levels of congestion in Shotton and the Deeside Strip, linking to funding through TAIH and the Regional Transport Plan (RTP).

Ticketing and information and marketing

12. Develop Marketing Strategy for:
 - promoting bus services for all ages,
 - types of passes available,
 - routes and times.
 - ensuring bus timetables are up-to-date and available at bus stops.
 - promotion of bus time tables, in post offices, pubs, local shops etc.
 - promoting bus use in Your Council newsletter.
 - bus timetable could include additional information, i.e. free bus passes information/application form, procedure for users wishing to use the easy

access service along with regulations on health and safety issues when using electric wheelchairs.

- Consider the use of Push Technology to enable the Authority to send out information to interested parties by email.
 - Working collaboratively with neighbouring authorities to attract funding through TAITH for Marketing.
13. Have consideration for the visually impaired when advertising bus times at bus stops, implement the provision of luminous orange bus passes for the visually impaired. This system is used in other areas, and could avoid conflict between the bus user and the bus driver. The user would hold out the luminous pass when they wish a bus to stop, but are unsure of its destination. When the driver stops and if it is the wrong service for the user, there will be an understanding from the driver.
 14. Consider auto-send invitations to over 60's for free bus passes.

Chronology of Considerations

These are, in effect, background documents and as such can be viewed by speaking to the contact officer listed at the end of this report.

- 23 April 2008 – Email from Councillor Mike Peers to Mr David Faulkner regarding *'Removal of lay-bys and associated works Drury Lane, Buckley'*
- 12 May 2008 – Letter from Councillor Mike Peers to Mr David Faulkner regarding *'Removal of lay-bys and associated works Drury Lane, Buckley'*
- 12 December 2008 – Extract from the minutes of the Environment & Regeneration Overview & Scrutiny Committee meeting, Ref 62 *'TAITH (North Wales Transport Consortium) Update'*
- 4 March 2008 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 7 *'Proposed Joint Scrutiny Review with Wrexham County Borough Council'* with Appendix A *(first draft project plan, drafted by the Chairman, Vice Chairman and Facilitator)*.
- 27 June 2008 – Extract from the minutes of the Environment & Regeneration Overview & Scrutiny Committee meeting, Ref 4 *'Forward Work Programme'*
- 7 July 2008 – BBC News Website *'Bid for powers over bus services'*
- 7 July 2008 – Evening Leader *'Flintshire OAP's anger as cancelled bus service leaves her stranded'*
- 15 July 2008 – Report to Executive *'European Development Fund (ERDF) Priority Four'*
- 30 July 2008 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *'Proposed review of Issues surrounding Bus Services in Flintshire'* with Appendix A *(Draft Project Plan)*
- August 2008 – People's Voice Survey, Wrexham County Borough Council
- 4 September 2008 – Minutes of the Workshop for Environment & Regeneration Overview & Scrutiny Committee on Bus & Train Services including copy of power point presentation and background notes on Deeside Shuttle service.
- 16 September 2008 – Minutes of meeting of joint Task & Finish Group with Wrexham County Borough Council
- 24 September 2008 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *'Proposed Review of Issues surrounding Bus Services in Flintshire'* with Appendix A *(Draft Project Plan)*.
- 19 November 2008 – Minutes of the workshop on Flintshire Bus Services where all members were invited to participate
- 28 November 2008 – Minutes of meeting of joint Task & Finish Group with Wrexham County Borough Council.
- 2 December 2008 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 5 *'Joint Review with Wrexham County Borough Council'*
- 6 January 2009 – Report to Executive, Agenda Item 14 *'Welsh Border Community Transport'*.

- 7 January 2009 – Daily Post *‘Users of Cash-strapped Transport Service Say...Don’t Leave Us Stranded’*
- 8 January 2009 – Notes from Site Visit by Environment & Regeneration Overview & Scrutiny Committee to Buckley and Shotton
- 8 January 2009 – Evening Leader *‘Bus Review call after passenger complaints’*.
- 8 January 2009 – Evening Leader *‘ Report into town’s traffic woes branded an ‘insult’*
- 9 January 2009 – The Chronicle *‘County looks at bus services subsidies’*.
- 9 January 2009 – The Chronicle *‘Lifeline transport service facing crisis’*
- 20 January 2009 – Daily Post *‘Plea to keep transport alive’*.
- 23 January 2009 – Minutes from Task & Finish Group meeting
- 28 January 2009 – Report to Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 6 *‘Review of issues surrounding bus services in Flintshire’* together with Appendix B (*Draft Questions for Arriva*)
- 9 February 2009 – Presentations from Seminar on Flintshire County Council Bus Developments (*Structural Funds in Wales, Shuttle Plus, NE Wales Bus Subsidy, The Shuttle in Deeside*).
- 23 February 2009 – Report to the Environment & Regeneration Overview & Scrutiny Committee, Agenda Item 8 *‘Review of Issues surrounding bus services in Flintshire’*
- 25 March 2009 – Evening Leader *‘Facebook group calls for action to tackle congestion at Shotton’*
- 3 April 2009 – Minutes from meeting held with Arriva Representatives
- 22 April 2009 – Evening Leader *‘1,000 sign up to stop the gridlock on the high street’*.
- 23 April 2009 – The Chronicle *‘Petition demands end to traffic chaos’*

Contributors to the Review

The Environment & Regeneration Overview & Scrutiny Committee would like to give thanks to the following contributors, where with their assistance a detailed evidence based report has been produced:

Arriva Bus Services

Mr Michael Morton – Managing Director
Mr Martin Robinson – Head of Operations
Mr Les Rimmer

Community Transport Operators

Peter Holden – Welsh Border Community Transport

Flintshire Bus Operators

GHA Coaches Ltd
P&O Lloyd

Flintshire County Council Local Members and Officers

Councillor Tony Sharps – Deputy Leader
Councillor Dennis Hutchinson – Executive Member
Councillor J B Attridge
Councillor A Davies-Cooke
Councillor P Curtis
Councillor K Armstrong-Braun
Councillor C S Carver
Councillor D L Cox
Councillor V Gay
Councillor R Hughes
Councillor B Mullin
Councillor T Newhouse
Councillor A Shotton

Mr David Blainey – Former Head of Transportation
Mr David Bloore – Senior Transport Assistant
Miss Nina Edwards – Employment & European Development Officer
Mr David Faulkner – Head of Highways
Mr Peter Daniels – Interim Head of Transportation

Flintshire Town & Community Councils

Brynford	Connah's Quay
Broughton & Bretton	Gwernymynydd
Flint	Ysgeifiog
Hope	Llanasa
Northophall	Nercwys
Higher Kinnerton	Mold
Northop	Holywell

Public Transport Consultants (PTC)

Mr George Watson

Pupils from Flintshire High Schools

St. David's High School, Saltney
Hawarden High
Holywell High
Richard Gwyn High School, Flint

Wrexham County Borough Council Officers and Local Members

Mr Keith Lea – Scrutiny Manager
Councillor Ron Davies
Councillor Lloyd Kenyon
Councillor Malcolm Williams

APPENDIX 1

FLINTSHIRE COUNTY COUNCIL
Environment & Regeneration OVERVIEW & SCRUTINY COMMITTEE



PROJECT PLAN FOR REVIEW OF ISSUES RELATING TO BUS SERVICES IN FLINTSHIRE

<p>TERMS OF REFERENCE</p> <p>Set specific objectives.</p> <p>Be clear as to what is, and, as importantly, what is not, included in the topic.</p>	<p>To review issues surrounding bus services within Flintshire in relation to</p> <ul style="list-style-type: none"> • Lay bys being provided in towns/villages to aid in reducing congestion • Public awareness of bus/rail travel passes • Bus services for the disabled • Rural/Tendered Service Routes, to include WBCT and Shuttle bus out of hours services. <p>Considering related costs to the Authority compared with the benefits received.</p>
<p>EVIDENCE GATHERING</p> <p>➤ Documents <i>What? Why?</i></p> <p>➤ Internal Contributors <i>(Both Members and officers) Who? Why?</i></p>	<p>To consider the Draft Regional Transport Plan (RTP) – a bidding document for transport schemes across TAITH region. Highways & Transportation Policy and Procedures Flintshire Local Transport Plan 2008 Local Transport Bill/Act, consider the implications/benefits to FCC Relevant Executive Members, Members/Officers on TAITH Board, Taith Executive Officer – Extensive Knowledge, understanding. Senior Officers of Highway and Transportation</p>

<ul style="list-style-type: none"> ➤ External Contributors <i>(e.g. Service users, community representatives, key stakeholders, recognised experts, other organisations etc.)</i> <i>Who? Why?</i> ➤ Site Visits <i>Where? Why?</i> ➤ Consultation/Research/Other Methods <i>Why? What? Who?</i> <i>Does the Committee wish to publicise its review by issuing a Press Release and possibly invite views?</i> 	<p>Sections. Head of Transportation Police (Road Safety), Highways Agency – Wales, bus users, , Flintshire Disability Forum and Flintshire Access. Bus Service Providers.</p> <p>To Buckley to see example of lay-by closure and its effect. The Queensferry to Shotton coast road, example of congestion.</p> <p>To consider a form of public consultation, through the possibility of a press release. Contact other neighbouring authorities to identify similar areas of concern, and what they may have done to address the problem.</p>
<p>FORMAT OF MEETINGS</p> <ul style="list-style-type: none"> ➤ Venue of Meetings <i>Can they be held in the community?</i> ➤ Frequency of Meetings ➤ Co-options <i>Does the Committee wish to co-opt members onto the Committee for the review? If so, who and why?</i> ➤ Member Involvement <i>Full Committee, task and finish working group or individual or paired Members to drive the review.</i> 	<p>To consider holding meetings in alternate venues, to encourage public support and attendance, i.e. Deeside College, Connah’s Quay Civic Centre or Council Offices. Monthly</p> <p>Will consider inviting Officers/Members to individual meetings to share expertise/knowledge.</p> <p>A Task and Finish group to collate and prepare draft recommendations, with the inclusion of full committee workshop on rural/weekend/evening service considerations and a full committee site visit to proposed areas mentioned.</p>

APPENDIX 2

An overview to the responses received from the Town & Community Councils survey By the Task & Finish Group of the Flintshire Bus Services Review

NAME	ISSUES RAISED
Brynford	<ul style="list-style-type: none"> • A need to ensure rural communities are linked to main towns – Mold, Holywell, Flint • The provision of late evening services in rural communities for the youth • Ensuring affordability for persons in most need
Broughton & Bretton	<ul style="list-style-type: none"> • Bus service inadequate • Bus service unreliable
Flint Town Council	<ul style="list-style-type: none"> • Buses are no longer able to use the bus station at Flint Train Station car park, due to cars parking where they should not. • The A11 service is unreliable • Only two bus services per hour to Chester, whereas as Connah's Quay and Mold enjoy a better service • No through service to Rhyl • There should be a direct service to Glan Clwyd Hospital
Hope	<ul style="list-style-type: none"> • Concerned over the frequency of bus services, particularly where return journeys are required • Concerns of cross county funding for services provided at the periphery of the county
Northophall	<ul style="list-style-type: none"> • No access problems • Main concern is frequency, provision and services provided later in the day • Public services should be promoted more

High Kinnerton	<ul style="list-style-type: none"> No bus service available from Chester to Kinnerton after 7pm or on Sunday's
Northop	<ul style="list-style-type: none"> Northop – Sychdyn scheduled service for 9.20pm, either does not turn up or can be up to 30 minutes late
Connah's Quay	<ul style="list-style-type: none"> Provision of lay-bys to allow buses to pull in off the main flow of traffic, to aide in the smooth movement of traffic Local bus services required to meet the train timetables
Gwernymynydd	<ul style="list-style-type: none"> The communities in outlying districts would welcome bus services later in the day i.e. after 6.00pm Would wish to retain existing service as it benefits many residents
Ysceiflog	<ul style="list-style-type: none"> The need to ensure that rural communities have access to bus services that meets their needs Linkage to main towns Provision of late evening services for the youth Affordability is important
Llanasa	<ul style="list-style-type: none"> The No.11 service occasionally misses out Gronant Village There is no bus service that links the neighbouring villages of Ffynnongroyw and Penyffordd which prevents the elderly from being able to attend the doctors surgeries and community centres
Nercwys	<ul style="list-style-type: none"> The service is generally reliable The frequency of the service and helpfulness of drivers are vital issues for a rural community There are concerns over the speed at which buses travel through the village

<p>Mold</p>	<ul style="list-style-type: none"> • There should be better marketing and publicity of timetables • There should be more timetables available at information points alongside the reinstatement of the computerised timetables that used to be at the bus station. • Smarter timetabling i.e. linked to visiting times at hospitals, avoiding bus congestion at the end of school days on Wrexham Road. • It is important to integrate bus services with rail services • More use should be made of the bus station enquiry office, i.e. providing information about the town, booking of the tennis courts in Mold, provision of cycle lock-up unit keys • Cleaner, better quality, reliable buses would encourage bus usage • An intersecting circular bus from towns to villages would benefit rural communities • To reduce congestion a 'hop and shop' free bus that travels about town on a fixed route could be considered. • A more flexible bus or train ticket should be trialled, to allow passengers to break/resume their journeys at any time within 3 days • The use of the shuttle bus service from County Hall to Mold during a 2 hour lunch period and at the end of the day to benefit staff, ensure viability of the town and relieve traffic • Similarly, the provision of the shuttle to provide a Park & Ride from County Hall on Saturdays • The use of 'on demand' buses would be an ideal arrangement for rural areas
<p>Holywell</p>	<ul style="list-style-type: none"> • Would request the No.11 Arriva Service to operate along Pen-y-Maes Road during week days as well as evening and weekend • Would appreciate if service through Greenfield would include Bala Avenue as well as an extension of service to the afternoons.

APPENDIX 3

1. The No.11 coast road bus does not serve the Gwespyr and Penyffordd Villages, which means service users, have to walk from their villages down to the coast road. How could these villages be catered for?

The officers were not able to give a direct response at the meeting to the villages mentioned but would provide a response in due course. However, a general response to the question was that long distance services create problems. There is a need to split the route because of EU drivers' hours and tachograph legislation resulting in the provision of the No.11 and No.11X. Also traffic congestion and diversions increase the time of the routes, which prevents the company from considering re-routing services through some villages. There have already been some reliability issues with the No.11, in part due to Shotton, and Arriva now have to provide an extra bus and driver to compensate that will be operational from the 17/05/09.

David Bloore added that the No.18 subsidised route Flint/Rhyl does service Gwespyr and Penyffordd.

2. Could Arriva provide a service to Broughton Retail Park using the No.11 bus?

Again relating to the No.11 bus, the company wish to first assess how the extra bus settles in first, but Arriva will consider the request in due course, as there is a possibility of introducing the service through Broughton Retail Park in the future.

David Bloore also commented that there are plans to improve the bus stops at Broughton Retail Park.

3. Could you consider running the Chester and Holywell service to Rhyl through Pen y Maes Hill, Holywell within its route during the week, as it does at evening and weekends as this has raised concerns by service users?

Arriva had discussed the possibility of this request previously, but was happy to revisit it. The Members asked that Arriva provide a response in the near future.

4. Does Arriva stop on Watts Road, Penyffordd to allow the local pensioners to use?

Officers advised members that the No.3 bus route serves Watts Road, Penyffordd and runs until approximately 6.15pm. There is also a Wrexham No28 bus that stops at this stop

5. Have you assessed the commercial viability of a service from Connah's Quay with a route through Wepre Park that goes to Mold?

Les Rimmer advised that a service through Wepre Park to Mold had been provided in the past, and was not viable. This was the No.6 route, the roundabout on Mold Rd was mentioned as a particular hazard.

6. How could direct links be improved from Broughton to Wrexham incorporating Penyffordd, as the previous No.25 service had done?

Les Rimmer advised that the Wrexham to Broughton service had been part-subsidised by Flintshire, but it was not commercially viable and very few people used the service. A survey had also been conducted. There is a X9 Broughton to Wrexham via Kinnerton and a No. 28 Pen y Ffordd to Wrexham.

7. Do buses scheduled to go via Broughton village often miss out the village if there are few passengers on board?

In response, Les advised that the only bus service to go through the village is the No.4 bus on a Sunday. He was not aware of any complaints but was happy to check and advise further.

8. Concerns have been raised about St. David's Park not being well served. Have you considered the viability of introducing a service onto the Business Park?

If Arriva were to introduce a service through St. David's Park it would be at the expense of Wood Lane which is very well used and is a ½ hourly service during the day. The St David's Park service would be affected by traffic congestion adjacent to the Co-op in Ewloe.

9. What communication links do you have in place in an attempt to integrate bus timetables with Arriva Train timetables?

Michael Morton advised the members that the train timetables change more often than buses. When the train times do change, Arriva do look at them in an attempt to integrate the bus times. However, the problem arises because they are not allowed to speak with Arriva Trains due to competition act rules. Michael agreed that there needs to be more co-ordination between Arriva Trains and Buses, but the change in legislation needed to come from the Welsh Assembly Government to allow for such co-ordination.

10. What issues do you encounter which cause time delays, and how can you address this problem? Have you considered introducing a bus conductor on busy routes?

The type of issues Arriva encounter which create delays include traffic congestion, particularly emergency unplanned road works, and because of internal communication problems between Highways and Transportation it exacerbates the problem. The officers gave a good example of how Cheshire County Council deals with unplanned road works, whereby the Highways Section at Cheshire email Arriva direct, to inform them of emergency road works. Bus conductors do not speed up the process on busy routes.

11. What procedure do you have for stopping at bus stops? Do you expect a passenger to indicate that they want to bus driver to stop?

Michael Morton gave members a very good example used by Lancashire and Cheshire local authorities, where bus users with sight impairments are issued with an aluminous orange slightly larger bus pass. When they require a bus to stop they hold it out when a bus approaches, and then if it is the incorrect bus for the passenger, it avoids any confrontation between the user and driver, as the driver is aware of the bus user's sight impairment.

12. What technologies are you aware of that could aid a speedier boarding by passengers?

Members were advised by Officers of Arriva and David Bloore that with the introduction of Senior Citizens Smart Cards this summer in Flintshire it will aid in speeding up boarding times. Some smart cards were already in use in Flintshire, which members were not aware of. This prompted them to ask if the cards were advertised. The smart card is a pre-paid/stored value card

13. Do you have any technologies that could be used to monitor the vehicles speed?

Many of the buses have tacographs, and all buses are limited to a speed of 55 miles per hour. Members gave examples where it was perceived that buses were speeding, the officers assured members that if they do have a concern of speeding then officers from Arriva can go out to the area and use a speed gun to monitor the speeds.

14. Do buses have CCTV cameras, and if so have any prosecutions arisen from their use?

Every new bus and some old buses do have CCTV installed. They are used for the safety of passengers, drivers and in case of a road accident. Officers advised that audio could be installed within the system but this would be at an

extra cost. CCTV footage had been used by the Police to achieve prosecutions. Panic alarms are fitted to some buses.

15. How do you tackle the issues of anti-social behaviour and lone working for the safety of your staff?

Most drivers are protected by assault screens; they have mobile phones and receive lone working training. Risk assessments are also completed. Arriva are also due to promote the “Bobby on a Bus” scheme, where police officers (uniformed/plain-clothed) can travel free of charge on Arriva buses to monitor anti-social behaviour etc. Members asked if drivers were CRB checked, but were advised that it is not a legal requirement.

16. Are you aware of concerns regarding the width of York Road, Connah’s Quay which affects buses passing each other?

The officers were very aware of the issues in York Road, and visited it regularly. They are also in communication with the Police. Lee Rimmer could not understand why they served York Road as it was very difficult, and could only suggest taking it off the route.

17. How could Flintshire County Council assist you in dealing with the problem you have in manoeuvring buses at Broughton, which has resulted in you requesting passengers not to queue for the No.12 bus at the Broughton Bus stop?

Officers felt the bus lay-by at Broughton on the Tesco side is not long enough. David Bloore added that the lay-by in question will be moved this year anyway, which will solve the problem.

18. Is there a reason for keeping the engine running on buses that are stationery for a period of time?

Members were advised that a new system called Eco. Is being installed on buses to train drivers to drive more environmentally friendly, also the engines of buses will shut down after 3-5 minutes once they have been stationery for so long. Retro fitting of existing buses will be completed by year end.

19. Can the height of Arriva easy access buses be adjusted to any desired height, thus eliminating the need for raised kerbs?

All easy access buses are designed to lower to a standard *raised* kerb, which was believed to be 250mm by the officers.

In addition to the set question, the officers from Arriva were happy to take some additional questions from Members, which had arisen, since the member workshop.

Ann Minshull raised the on-going concern relating to traffic congestion, which she believed was exacerbated by the unavailability of bus lay-bys. She advised that the residents of Shotton also believe that if lay-bys were installed and used it would alleviate the congestion. However, she had been advised by officers of Flintshire that there was only a 15/18 second delay to traffic because of the buses. It was also the opinion of Flintshire Officers that if the traffic lights were aligned then the congestion would be alleviated. Ann asked the views of the Arriva Officers. Michael Morton advised that the use of transponders (which would control the traffic light system) on their buses would aid congestion; however this would be an added cost to the Authority to install the system on Arriva buses. He also informed the meeting that if the correct sized lay-bys were provided by the Authority then Arriva would use the lay-bys in Shotton. He believed the correct size would be 23m in length and 3.5m in width.

Mike Peers highlighted the problems recently experienced in Buckley, where due to a Section 106 agreement with a Developer a lay-by had been removed on the south side of Drury lane near to the Horse & Jockey Public House with the agreement of Highways but local members had not been consulted. Local members were still concerned about the impact this has caused on local traffic. The repositioned bus stop (including high kerbs) has raised concerns with residents. The local members want the lay by and original bus stop re-instating. David Bloore advised the meeting that it was the policy of Flintshire to remove lay-bys, which resulted in members requesting to see the policy. Michael Morton added that he was also aware of local authorities having a policy of lay-by removal.

Mike Peers also mentioned a petition he had received from members of his community requesting Arriva should provide a bus which travels through the village past the Parrot Inn and continuing along Drury Lane and onto the A55 roundabout at Dobshill. This petition had originally been given to David Blainey (Former Head of Transportation, Flintshire County Council) but David had advised in a letter this would be best raised at today's meeting. A copy of the petition was passed to Arriva.

Also Mike Peers referred to the No 4 bus around 5pm being crowded when it reached the bus stop near "save the children" in Grosvenor street Chester, en route to Mold preventing passengers for Wood Lane, Hawarden, and Drury getting on the bus. Also that the bus stop at the Glynne arms Public House Drury, (south side of Drury lane), was muddy with no hard standing for passengers. Arriva have promised to respond regarding the petition and the No 4 bus out of Chester in the evening. David Bloore will take up the issue regarding the Glynne Arms bus stop.

Ann Minshull also voiced a suggestion of introducing a £1 per trip scheme to encourage usage. She was aware of such a scheme in Scotland but was not sure how it could be implemented. Michael Morton was aware of Brighton and Hove being leaders in this service who initially introduced the £1 per trip service, unfortunately it did not cover their costs and now the prices have

risen to £2.50 per trip. Arriva are attempting to simplify their fares, i.e. the short hopper fare.

Richard Jones raised an issue that had recently been discussed at Buckley Town Council. Concerns had been raised there about cars not being able to park on the road without receiving a fine. This was having an affect on trade in the local shops. The reason that cars were no longer able to park in the main street was because it hindered the buses manoeuvring around the road junction at Buckley cross. Richard asked the views of Arriva, if how they would view the potential of making the street a one-way system for the buses. Les Rimmer suggested that Arriva would consider future discussions on this suggestion but would not welcome the removal of the bus stop as it is one of the best used in Flintshire, with a good 10 minute service.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Documents:

As listed in Chronology of Considerations

Contact Officer for Background Documents:

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **WELSH PUBLIC LIBRARY STANDARDS - ANNUAL REPORT**
2008/09

1.00 PURPOSE OF REPORT

- 1.01 To present the Council's Welsh Public Library Standards Annual Report for 2008-09 and the response of the Welsh Assembly Government (WAG). The Councils' submission is attached as Appendix A, the WAG response is attached as Appendix B.

2.00 BACKGROUND

- 2.01 The Welsh Assembly Government has introduced its third assessment framework for public library authorities which will operate from 2008 to 2011. It takes the form of 14 public library standards, which stipulate performance levels to be achieved by March 2011, and 13 performance indicators which indicate the authority's performance relative to other authorities in Wales.

3.00 CONSIDERATIONS

- 3.01 WAG's analysis of the report identifies those standards which the Council meets, those which it partly meets and those which it does not meet. The analysis can be summarised as follows:
- 3.02 The Council is achieving 8 of the 14 standards, in its report WAG states:

"The authority provides a good service to those not able to access conventional service points and moves to serve patients in local hospitals are to be commended. Those requiring specialised ICT facilities and visual aids are also well catered for (WPLS 2). Good performances have been maintained in aggregate opening hours (WPLS 3) and the range of ICT facilities and services is as stipulated (WPLS 4). Annual expenditure on stock acquisitions is good (WPLS 8), meeting the required level.

As a result of this level of investment, the authority has also been able to achieve WPLS 6 – annual acquisition of collection items, WPLS 7 – stock replenishment, and WPLS 10 – the supply of requests. The investment in stock is also reflected in the number of library users (WPLPI 2(i)) and issues of library stock (WPLPI 5), where an up to date and attractive collection encourages people to use the library."

- 3.03 The Council is partly achieving 3 of the 14 standards.

Date: 10/11/2009

In the case of WPLS 5, which relates to the number of collection items available for public use, the number of children's items is met, but the number of items for adult use is not met. Space constraints in many of the Council's libraries make it impossible to accommodate the additional 60,000 items required to meet the Wales benchmark or the 215,000 to meet the UK top quartile.

WPLS 12 relates to expenditure on buildings and their management and includes the requirement to undertake an asset/condition/disability survey for service points or internally review such surveys on one occasion in the three-year cycle. The service plans to review its disability survey during the present 3 year framework.

WPLS 14 measures compliance with the Citizen Entitlements for public library users. The service complies with 6 of the 8 entitlements. The two outstanding elements are the provision of free reservations for books available anywhere in Wales and arrangements for borrowing and return of books anywhere in Wales. Both of these are under active consideration involving a pilot project in North Wales and negotiations with other library authorities.

3.04 The Council is not achieving 2 of the 14 standards.

WPLS 9 The service has not achieved the stipulated level for expenditure on Welsh language material, and the investment in Welsh Writing in English also falls short of the required level. The service aims to meet both elements of this standard in 2009/10.

In the case of WPLS 11, number of qualified staff, the service does not meet the stipulated level. The service meets neither the stipulated level for qualified staff nor the lowest quartile indicator for total staffing levels. This remains an identified service budget pressure considered as part of budget building processes.

3.05 The Council has not been judged on 1 of the 14 standards.

Surveys for WPLS 13, levels of satisfaction with the library service, are due to be carried out by the library service in 2009/10 and 2010/11. The result of this Standard will therefore be reported in 2011.

3.06 WAG describes the Council's level of achievement in the first year of the three-year assessment framework as "reasonable and encouraging". It advises the Council that the average number of Standards achieved by Welsh library authorities in 2008/09 was 7, the highest number achieved by an authority was 11, the lowest 4.

4.00 RECOMMENDATIONS

4.01 Executive is requested to approve the Welsh Public Library Standards Annual Report 2008-09 and to note the response of the Welsh Assembly Government.

4.02 Executive is requested to endorse the proposals outlined in 3.03, 3.04 and 3.05 to enable the Council to improve its performance against the standards.

5.00 FINANCIAL IMPLICATIONS

5.01 The financial implications of complying with the Standards continue to be assessed and will be reported to Members through the budget setting process.

6.00 ANTI POVERTY IMPACT

6.01 The Standards address a number of access issues which relate to antipoverty.

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 The Standards relate to a number of issues which relate to equal opportunities.

9.00 PERSONNEL IMPLICATIONS

9.01 None- this is a retrospective report recording performance during 2008/9.

10.00 CONSULTATION REQUIRED

10.01 As stated in 3.05, above, one of the Standards (WPLS 13) requires the Council to measure community satisfaction and user satisfaction with the library service at least once during the three year framework. These consultations are scheduled for 2009/10 and 2010/11.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Flintshire County Council, Welsh Public Library Standards Annual Report for 2008-09

Welsh Assembly Government, Flintshire WPLS Annual Report 2008/09

Welsh Assembly Government, Flintshire Welsh Public Library Performance Indicators 2008/9

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Welsh Assembly Government, Achieving higher standards: a performance measurement and assessment framework for public libraries in Wales - April 2008 - March 2011

Contact Officer: Lawrence Rawsthorne
Telephone: 01352 704400
E-Mail: lawrence_rawsthorne@flintshire.gov.uk

Welsh Assembly Government

CyMAL: Museums Archives and Libraries Wales

An assessment framework for public library authorities in Wales April 2008 – March 2011

Annual Return Pro Forma

All library authorities are required to complete this pro forma and are asked to follow the instructions provided carefully as the requirements in terms of reporting differ between sections.

All library authorities are requested to provide commentary against each and every Standard (WPLS) and against *each and every* Performance Indicator (WPLPI) in the 'Comment' column provided, but only when data is included in the Actual Performance column. Failure to provide commentary could result in the pro forma being returned to library authorities for completion.

Completed *Annual Returns* should be submitted as an electronic document by Monday 6 July 2009

And sent to Dr Jean Everitt, Standards Adviser, CyMAL.
E-mail: jean.everitt@wales.gsi.gov.uk

Name of authority: FLINTSHIRE

Please tick as appropriate

This Annual Return has been approved by the authority prior to its submission to CyMAL

Yes No

If Yes, state whether approval was granted by

Full Council

Cabinet/Executive

Portfolio Member

Other (state title)

If No, state when approval is expected and when the definitive Annual Return submission will be forwarded to CyMAL

Approval expected:- October 2009

Definitive submission to CyMAL by:- October 2009

This is an officer report which will be presented to Lifelong Learning Overview and Scrutiny and the Executive of the County Council in tandem with the Welsh Assembly Government's assessment of Flintshire's performance against the Standards framework. This will allow the County Council's own assessment of performance to be considered concurrently with WAG's assessment and recommendations for improvement.

Please indicate briefly below:

1. The authority's scrutiny procedures applied to the assessment of library service performances undertaken by the Welsh Assembly Government under the second assessment framework for 2005 - 08 and sent to authorities in September 2008 by the Welsh Assembly Government.

The WAG assessment of Flintshire's performance in 2007-08, and more generally over the period 2005-08, was presented to the Executive of the County Council on 9th December 2008, and its contents noted.

2. What decisions were made by the authority as a result of scrutiny procedures that sought to improve library service performances in relation to the Welsh Public Library Standards and Welsh Public Library Performance Indicators?

No decisions on actions were made.

3. What action was agreed as a consequence of those decisions?

No specific action was agreed as a consequence.

The Welsh Public Library Standards 2008-11

Notes on completion:

Annual data or information is required for WPLS 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12

Authorities are required to report on the findings of surveys carried out in relation to WPLS 13 on *one occasion* between April 2008 and March 2011, and should be reported in the first *Annual Return* after the findings are known. This Standard is marked with an * on the following table. Authorities that do not use the PLUS survey services in their entirety should provide the following additional information in relation to that Standard:

- (i) When and by whom was the survey conducted?
- (ii) How and where was the survey conducted?
- (iii) What question/-s were asked?
- (iv) What was the target sample and how was it calculated?
- (v) What was the response rate?
- (vi) How was the analysis undertaken and by whom

Authorities are required to report on their achievements in relation to WPLS 14 (i) (marked with ** on the following table) in the *Annual Return* for each year in accordance with the timetable for implementation agreed through the Welsh Local Government Association, and each year for WPLS 14 (ii).

Authorities should follow the guidance provided by the pro-forma against each Standard, and returns should be as required. Authorities may be asked to resubmit *Annual Returns* if the data or information do not comply with the requirements.

In the second and third years, the template issued to authorities by the Welsh Assembly Government will already include data and information in the column for the previous year/-s. This will facilitate the assessment of improvement or other trends.

	Framework 3 Standard	Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
1	<p>(i) Authorities whose resident population density is 20 or more persons per hectare... shall ensure that the proportion of occupied households within 2 miles of a static library will be 95%</p> <p>(ii) Authorities whose resident population density is 19.9 persons per hectare or less ... shall ensure that the proportion of occupied households within 2 miles of a static service point will be 75%</p> <p>Authorities who are failing to meet the stipulated requirement in (ii) shall also report on the number of households within a quarter of a mile of each scheduled mobile stop and within two miles of any other kind of service outlet providing access to library materials.</p> <p><i>Library services should briefly describe the nature of that provision in the Comments column.</i></p>	<p>..... %</p> <p>87.48%</p>			<p>1(ii) Resident population density in Flintshire is 3.4 persons per hectare, therefore performance has been measured against 1(ii). The demographic spread is such that the county does not have any one large centre of population. Services are delivered through a network of small to medium sized libraries, each serving a discrete community.</p>

<p>2</p>	<p>(i) Library authorities shall provide access to the service for those not able to use conventional service points</p> <p>(ii) Library authorities will continue to provide specialised assistance, facilities and equipment for people with particular access requirements</p> <p><i>Library services should briefly describe the nature of the provision in the Comments column</i></p>				<p>2(i) Rural and isolated or disadvantaged urban areas receive a fortnightly mobile library service. Housebound readers receive a direct service tailored to their individual needs. Residential homes, sheltered housing complexes, playgroups and nurseries are served by a combination of mobile library visits and deposit collections, dependent on their preference, access issues for the mobile vehicles, and service capacity. The County Council pays RNIB and NLB subscriptions amounting to £12.5 k per annum on behalf of visually impaired residents. There are no acute hospitals or prisons in the county; however, it is our intention to review the services afforded to patients in community hospitals in the county. Along with other North Wales library authorities Flintshire has participated in a pilot project to provide up to date reading materials to patients and families at the cancer unit in Bodelwyddan hospital.</p> <p>2(ii) Most of Flintshire's 16 library buildings are largely accessible, if not complying fully with the DDA Act 1995, and accessibility is reviewed regularly. All but the smallest of Flintshire's static libraries have at least one public access pc with predictive text software, a 22in. screen, trackerball mouse and assistive keyboards, adjustable trolleys and seats. Zoomtext is being piloted in one library, with Aladdin magnifiers and enlarging by photocopier available in selected larger libraries.</p> <p>Approximately 22% of the bookfund is spent on large print and full text audio books for people unable to access standard print based materials, and visually impaired and housebound users are exempt from library charges.</p>
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	Framework 3 Standard	Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
3	<p>(i) Library authorities will ensure that the aggregate annual opening hours per 1,000 population for all service points shall be no less than 136 hours</p> <p>Library authorities having 4 or less static service points shall ensure that the aggregate annual opening hours shall be no less than 120 hours</p> <p>(ii) Library authorities will ensure that emergency non-opening hours of static libraries will be no more than 1% of total planned opening hours in any year</p> <p>(iii) Library authorities will ensure that mobile library visits/stops missed or cancelled will be no more than 2.5% of total planned number of visits/stops in any year</p>	<p>No. of hours: 168</p> <p>No. of service points: 18</p> <p>0.02%</p> <p>1.23%</p>			<p>3(i) Scheduled opening hours for static and mobile libraries are included in this calculation. The demographic spread in Flintshire is such that the county does not have a large centre of population. Services are delivered through a network of small to medium sized libraries, each serving a discrete community. This pattern of provision contributes towards the aggregate opening hours meeting the Standard.</p> <p>3(ii) Emergency non-opening hours are calculated as a percentage of scheduled opening hours as in the formula outlined in WPLS 3.</p> <p>3(iii) Flintshire operates fortnightly mobile visits from two vehicles. Mobile library stops missed are calculated as a percentage of annual scheduled stops. Stops missed in 2008-09 were mainly as a result of severe weather conditions.</p> <p>Individual visits by the Housebound Service are excluded from these calculations (all visits missed through unforeseen circumstances are re-instated using administration time).</p>

4	<p>(i) Library authorities will provide the following ICT <i>facilities</i> for users:</p> <ul style="list-style-type: none"> • laptop use • scanning and printing facilities • plug-in facilities for IPODs, MP3 and digital cameras (USB ports) • public access on PCs to Office software • free email facilities for users • free basic support to users in the use of the above facilities • information literacy sessions for users <p>(ii) Library authorities will provide the following ICT-based <i>resources</i> for users:</p> <ul style="list-style-type: none"> • General and reference information services • Newspapers online and other current information • Community information • Local history and family history information • E-learning resources and services 	<p>Insert ✓ or X against each</p> <p style="text-align: center;">✓ ✓ ✓ ✓ ✓ ✓ ✓</p> <p>Insert ✓ or X against each</p> <p style="text-align: center;">✓ ✓ ✓ ✓ partial</p>			<p>4 (i) At present laptop use is confined to offline, or online via service-owned laptops available at selected libraries. Investigations are ongoing into how wi-fi access can be enabled whilst preserving the integrity of the County Council's network security.</p> <p>Free basic support comprises an introduction to logging-on, e-mail and Internet access and guidance on problem solving and help facilities. Information literacy sessions comprise pre-advertised, bookable events led by qualified ICT tutors and library staff, covering the basics of ICT, e-mail and Internet access, plus how to use e-resources, family history, online shopping etc.</p> <p>4(ii) Samples of online resources available free in Flintshire libraries and remotely via library membership login include:- Britannica Online adult, student and junior COBRA complete business advisor Gale Infotrac newspapers KnowUK NewsUK Oxford Online Suite Oxford DNB Who's Who Ancestry Library Edition IHS British Standards</p> <p>The library service maintains the county's Community Directory and What's On pages. Library web pages direct users to hard copy local studies information, with transcriptions of oral history recordings held online. Free access to Ancestry Library Edition is offered.</p> <p>Library users are able to access e-learning resources independently. We aim to introduce supported access to learndirect using the WAG 'Working with learndirect: handbook for the public library service in Wales' 2009 during 2009-10.</p>
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	population with the following: UK top quartile 80 items Wales top decile 80 items	115			6(ii) Flintshire's acquisitions for children and young people exceed both the UK top quartile and the Wales top decile. We intend continuing to invest in materials for younger users.
	Framework 3 Standard	Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
7	(i) Library authorities will ensure that the time taken to replenish the lending stock for adult users on open access is no more than 7.6 years (ii) Library authorities will ensure that the time taken to replenish the lending stock for users under 16 is no more than 6 years	No. of years: 5.1 No. of years: 4.7			The time taken to replenish lending stocks on open access meets the Standard for both adults and children. This is in line with Flintshire's policy objective outlined in WPLS 5, and ensures users are presented with attractive, up to date stock supported by an effective requests facility and reserve store.
8	(i) Library authorities shall compare their annual expenditure on all stock acquisitions (£ per 1,000 resident population) ... with the table indicating a range of expenditure Lowest quartile £1822 Median £2164 Top quartile £2544 and (ii) Expenditure by authorities on all stock acquisitions should be at least £2450 per 1,000 resident population by March 2011	State £: 2,678 Comment on strategy to meet Standard in Comments column State £			8(i) Investment in the bookfund made by the County Council in 2003-04 and 2004-05, and maintained since, has enabled the Library Service to meet directly those Standards relating to stock acquisition, and indirectly to improving performance in visitor numbers and loans. 8(ii) The 2011 target for this Standard is currently met, and will continue to be so long as the bookfund rises in line with inflation.

<p>9</p>	<p>(i) Expenditure by authorities on Welsh– language materials for adults and children under 16 and its marketing and promotion shall be</p> <p>either a minimum £1,100 per 1,000 Welsh speaker total population</p> <p>or a minimum of 4% of the total library materials purchasing fund <i>(Comment on definition of Welsh speaker)</i></p> <p>(ii) Library authorities will compare and report their acquisition performance against an indicative list of Welsh Writing in English to be circulated annually to Welsh library authorities: noting % of listed items acquired and average number of copies purchased of those titles</p>	<p>State £</p> <p>or</p> <p>2.8%</p> <p>87% of list acquired</p> <p>average number of copies purchased: 1.8</p>			<p>9(i) Flintshire measures itself against the ‘4% of the total library materials purchasing fund’ as a more accurate target than the Welsh speaker total population as derived from the 2001 census, which allowed respondents to select a range of Welsh language competencies. Whilst not meeting the Standard, performance has remained consistent at approximately 3% of the total library materials purchasing fund per annum for several years.</p> <p>9(ii) Flintshire purchased 20 of the 23 titles on the indicative list. Denbighshire and Flintshire between them purchased 100%, with an average 3.9 copies per title. These resources are available to users in both counties.</p>
<p>10</p>	<p>Library authorities will ensure that no less than</p> <p>(i) 67% of all requests shall be supplied within 7 calendar days</p> <p>(ii) 81% within 15 calendar days</p> <p>(iii) 91% within 30 days of the request/reservation being made to the time the borrower was informed the material was available</p> <p><i>Count requests from the date when materials are made available for purchase to the library service, i.e. exclude pre-publication requests still in the system</i></p>	<p>76%</p> <p>87%</p> <p>91%</p>			<p>All elements of the Standard are met. Requested items are afforded a high priority, with all of Flintshire’s libraries receiving delivery of new and requested items 3/4/5 days per week. An adequate bookfund and multiple purchase of bestseller titles to meet users’ needs is also deemed to contribute towards achievement of request supply targets.</p>

<p>11</p>	<p>(i) Library authorities will compare total staffing levels with the comparative table indicating range of staffing levels per 1,000 resident population and report on their current levels</p> <p>Lowest quartile 0.40 Median 0.43 Top quartile 0.51</p> <p>(ii) Library authorities will ensure that 26% of total staff shall be formally qualified in library and information studies / science</p>	<p>State figure:</p> <p>54.9 f.t.e.</p> <p>0.36</p> <p>23.6%</p>			<p>11 (i) Total staffing levels fall below the lowest quartile indicator. Relocation of the main information centre for the county to Mold Library and Museum in March 2008 enabled some small re-distribution of direct customer contact staff hours, but libraries remain staffed at minimum levels, leading to a heavy reliance on relief pool staff to ensure libraries remain open during times of sickness and annual leave. The financial implications of achieving the minimum level of staffing continue to be reported as a budget pressure.</p> <p>11(ii) The percentage qualified has been recalculated in accordance with this revised Standard</p>
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<p>12</p>	<p>Library authorities will indicate:</p> <p>(i) capital investment in their library service points (including mobile services) from</p> <p>a)the authority's own resources b)from external sources</p> <p>(ii) that they have undertaken an asset/condition/disability survey for their service points or internally reviewed such surveys on one occasion in the three-year cycle of the framework</p> <p>(iii) and compare their aggregate performance as a minimum threshold for publicly available space allocated to library services and related community space under the management of the library service per 1,000 resident population, namely 27 square metres</p> <p>and indicate any other capital expenditure on the library service not relating to buildings incurred during the year</p>	<p>£0 £0</p> <p>State source.....</p> <p>X</p> <p>Date of review.....</p> <p>31m²</p> <p>£0</p> <p>State nature of expenditure in Comments col.</p>			<p>12(i) There was no significant capital investment in library service points during 2008-09.</p> <p>12(ii) A condition survey of Flintshire's libraries was undertaken in 2007. A review date will be agreed in conjunction with the Directorate of Environment and Regeneration. This survey included, but did not separate, disability access issues, which will be revisited during the three year cycle of the framework.</p> <p>12(iii) Whilst the overall Standard is met, the space available at individual service points is not always suitable for requirements, and continues to be monitored.</p>
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Framework 3 Standard		Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
13*	<p>(i) Library authorities will establish and report on the % of its <i>total resident population</i> who are satisfied or very satisfied with the library service provided</p> <p>(ii) Library services will establish and report on the % of <i>library users</i> (adults and children under 16) who are satisfied or very satisfied with the library service provided</p>	<p>Not surveyed In 2008-09</p> <p>Not surveyed In 2008-09</p>			<p>13(i) Suitable questions on library services will be included in the next appropriate residents' survey.</p> <p>13(ii) PLUS surveys, from which this return will be derived, are scheduled for 2009-10 Adults 2010-11 Children's A selection of short narrative evaluative commentaries reflecting the value or impact of library services on communities or individuals are included</p>
14**	<p>(i) Library authorities shall implement the Citizen Entitlements by March 2010 or according to agreements with the WLGA</p> <ul style="list-style-type: none"> • Free to join • Free access to books • Free access to the internet and computer facilities • Free access to online information services • Free reservation for books available in Wales • Make arrangements for borrowing and returns anywhere in Wales • Provide support for users • Remove all fines and charges on children under 15 <p>(ii) Library authorities shall indicate their participation in Regional Library Partnership and other local partnership arrangements</p>	<p>Insert ✓ or X against each</p> <p style="text-align: center;">✓ ✓ ✓ ✓ X X ✓ ✓</p> <p>Provide narrative in Comments column</p>			<p>14(i) Flintshire already complies with 6 of the 8 Citizen Entitlements. We aim to introduce free reservation for books available in Wales once the outcome of a CYMAL funded pilot project into the feasibility of free inter-availability of stock across North Wales has been costed and implemented. The facility to borrow and return anywhere in Wales is subject to negotiation and agreement with other Welsh library authorities, which is ongoing.</p> <p>14(ii) Flintshire Library and Information Service is a member of:- North Wales Libraries Partnership (the umbrella organisation advocating partnership and collaboration across the region, and linking with the rest of Wales) LINC y Gogledd (to facilitate access to libraries across North Wales) North Wales Training Group (to provide access to quality training opportunities more effectively) Estyn Allan y Gogledd (promoting reader development across the region) Wales Purchasing Consortium (to obtain best value in stock purchase) and NEWnet (joint acquisitions unit facilitating equal access to library stocks in Denbighshire</p>

The Welsh Public Library Performance Indicators 2008-11

Notes for completion

Annual data is required for WPLPI 1, 2, 4, 5, 7, 8, 9, 10, and 13

Authorities must provide data in relation to WPLPI 3, 6, 11, and 12 *on one occasion only* between April 2008 and March 2011 following the completion of a User PLUS survey (or its equivalent). The findings of that survey and the performances against the Performance Indicators should be reported in the first *Annual Return after the findings are known*. These Performance Indicators are marked with an * on the following table.

Library authorities **NEED NOT** offer comments in those Performance Indicators where no data can yet be submitted (and until, for example the PLUS survey, or its equivalent has been conducted).

Authorities who do not use the PLUS survey services in their entirety are required to provide the following information in their Annual Return

- (i) When and by whom was the survey conducted?
- (ii) How and where was the survey conducted?
- (iii) How was the analysis undertaken and by whom?
- (iv) What question/-s were asked for each Performance Indicator?
- (v) What was the survey target sample and how was it calculated?
- (vi) What was the response rate?

Performance Indicators (WPLPI)		Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
1	The number of library members per 1,000 resident population	No. per 1,000 population: 405			The number of library members continues to rise as membership increasingly facilitates access to library services in addition to borrowing, such as computer use and remote access to online facilities. A data cleansing exercise has not been conducted for some time because the library management system would delete the records of members who use these facilities but who have not borrowed any books or other resources.
2	(i) The number of people using the public library service during the year per 1,000 population (ii) The number of people attending events and activities organised by the library service per 1,000 population	No. per 1,000 population: 5519 No. per 1,000 population: 237			2(i) Physical visits = 802,513 (+ 6.6%) Virtual visits = 28,166 (-28.2%) Physical visits continue to increase year on year. Visits to the library pages of the County Council's website, and to library.wales.org.uk (of which each local authority is allocated a proportion to put towards its own visits) fell markedly. In both cases the counting methodology changed in 2008-09, therefore year on year comparison is not robust. 2(ii) Data against this new indicator has not previously been recorded, and trends will be noted.
3*	(i) The % of adult users who think opening hours are 'very good' or 'good' (ii) The % of users under 16 who think the library is open when they want to go into it and use it	Not surveyed in 2008-09 Not surveyed in 2008-09			PLUS surveys to be undertaken 2009-10 Adult 2010-11 Childrens

Performance Indicators (WPLPI)		Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
4	<p>(i) The total number of workstations with access to the internet and the authority's online catalogue per 10,000 population (minimum provision of 7)</p> <p>(ii) The % of available time allocated for use of public access PCs taken up by users</p>	<p>No. per 10,000: 9.8</p> <p>41.26%</p>			<p>4(i) The total number of workstations includes those freely available in library spaces and those in library training suites. The number of open access pcs in each library is balanced between space available and potential use.</p> <p>4(ii) Whilst we aim to continuously improve the % available time taken up by users, there is an optimum number of PCs for each service point which ensures reasonable availability for users at peak times. This inevitably means PCs may appear underused in quieter periods.</p>
5	<p>(i) The annual issues per 1,000 population</p> <p>(ii) The % of stock available for loan actually on loan on a census date in March</p>	<p>No. per 1,000 population: 5,250</p> <p>28.2%</p>			<p>5(i) Issues have been rising steadily over several years, and we aim to maintain this trend, assisted by continuous investment in stock.</p> <p>5(ii) Measured against open access stock. Trends in performance against this new indicator will be noted.</p>
6*	<p>(i) The % of users who think that choice of books available is 'very good', 'good' or 'adequate'</p> <p>(ii) The % of users under 16 who think that the choice of books is 'good' or 'OK'</p>	<p>Not surveyed in 2008-09</p> <p>Not surveyed in 2008-09</p>			<p>PLUS surveys to be undertaken</p> <p>2009-10 Adult 2010-11 Childrens</p>

Performance Indicators (WPLPI)		Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
7	The % of total authority expenditure for library services expended annually on purchase of books and other items for loan or use	17.2%			Derived from CIPFA 2008-09 cell no. 92 over cell no. 98. Flintshire's percentage spend on materials has been in the Wales top quartile since 2004-05.
8	The % of total authority revenue expenditure spent on the public library service	0.91%			Derived from CIPFA cell no. 98 (total revenue expenditure) over FCC 'net operating expenditure' which is the latest figure available.
9	<p>(i) The expenditure on staff training and development per member of library staff</p> <p>and</p> <p>(ii) expenditure on</p> <p>Leadership bursaries</p> <p>MSc or BSc qualification bursaries</p> <p>NVQ bursaries or ICTL Diploma</p> <p>Regional training consortia training</p>	<p>£78.70</p> <p>£ 0</p> <p>£ 0</p> <p>£ 0</p> <p>£ 0</p>			<p>14(i) The free availability of Flintshire's corporate, CyMAL supported, and regional training consortia events makes calculating the true cost of training difficult. The figure given per member of staff is therefore likely to be an underestimate of the actual cost of, and indication of the benefits that are accrued from, the training.</p> <p>14(ii) As in 14(i) above there are few direct costs associated with CyMAL supported training, and they cannot be disaggregated. Flintshire currently has no leadership or MSc/BSc bursaries. One member of staff achieved NVQ level 3 (without external support) and Flintshire staff participated in every appropriate regional training consortium event in 2008-09.</p>

Performance Indicators (WPLPI)		Actual Performance as at March 31 2009	Actual Performance as at March 31 2010	Actual Performance as at March 31 2011	Comments
10	The % of total authority capital allocations expended on public library services during the year	0%			There was no significant capital investment on public library services during 2008-09.
11*	The % of all users who think that the design and layout of the library building or other service point offer an attractive environment	Not surveyed in 2008-09			PLUS surveys to be undertaken 2009-10 Adult 2010-11 Childrens Results will be aggregated for inclusion in 2010-11 Annual Report.
12*	(i) The % of adults who think that the computer facilities provided are 'good', 'very good' or 'adequate' (ii) The % of users under 16 who think that the computer resources provided are 'good' or 'OK'	Not surveyed in 2008-09 Not surveyed in 2008-09			PLUS surveys to be undertaken 2009-10 Adult 2010-11 Childrens
13	The net expenditure on public library provision per 1,000 resident population	£15,656			Derived from CIPFA cell no. 109. Flintshire's position in Wales has remained around 7 th to 9 th highest of those authorities reporting since 2004-05.

Authorities are reminded that they should also attach a short statement (no more than 3 sides of A4 minimum 12 pt type size **without** additional documents or attachments) with this **Annual Return** as directed in section Service aspect 5 in the Framework - *The contribution of library services to the achievement of corporate aims, objectives and priorities.* (pp. 52-55)

Service Aspect 5: The contribution of library services to the achievement of corporate aims, objectives and priorities.

The Library and Information Service produces an annual Service Plan which:-

sets out objectives for the coming year,
documents how they will be achieved,
identifies risks to achievement, and
charts how success will be measured.

This is approved by the Head of Service, and is both informed by, and supports, the annual Directorate Business Plan and the three year corporate Council Plan. From 2009-10 the Service Plan will focus on specific areas for improvement, and links to Strategic and Statutory Plans will be more formally recorded. In addition the Directorate will produce a Directorate Plan which will summarise the critical performance, risk and improvement activity for the Directorate as well as reflecting key aspects of delivery commitments for strategic partnerships and corporate priorities.

The aims, objectives and priorities for the Library and Information Service have also been reviewed over the last six months, and a 'Strategy for Flintshire's Libraries 2009-12' is shortly to be published for public consultation and consideration by the County Council. The links between each service objective in the Strategy and its underpinning corporate and Directorate objectives are identified.

These documents are informed by, and feed in to, the Governance Framework. Flintshire County Council's existing Council Plan for 2007-10 has been reviewed, and an improved approach developed which ties together the changes to governance and business planning which the Council has adopted over the last 12 months.

The following user comments are put forward as evidence of the Library and Information Service's contribution to corporate and Directorate aims:-

Council Plan 2007-10 Corporate Aim 4 Investing for tomorrow's generation

'we will ensure that all children maximise their potential through high quality formal and informal learning opportunities'

Adults' comments following the annual Summer Reading Challenge 2008

'absolutely brilliant, I've never seen my children so enthusiastic about reading. They are eager to continue, and have even motivated myself to read more' Father of 3

'excellent initiative to encourage children to read more during the summer holidays. My granddaughter thoroughly enjoyed the many books she read (dozens of them) and has made her realise there are hundreds of books to choose from at the library' Grandmother

'improved the children's reading, which also made their confidence grow' Mother of 3

Children's comments from the Libraries for Life Happy Days survey conducted in the Autumn of 2008

'the library has made a difference because I don't have the internet (at home) and the

library is in walking distance. I can do my homework and I read a lot more now because all my favourite authors like Jacqueline Wilson are here' Female age 11-15

'it is somewhere I can go with my family where we can ALL get something we like and bring it home, EVEN my little brother who can't even read yet' Male age 0-10

Directorate Business Plan: Directorate Aim 1 Help everyone achieve their lifelong learning potential

Adults' comment from the Libraries for Life Happy Days Survey conducted in the Autumn of 2008

'when I was studying for a BA degree with Bangor University, it was not always possible to travel to the university library. NO PROBLEM, if I wanted a book the library without fail would track down the books I needed. Always with a smile and encouragement.' Female

'I recently lost my job and the library provided me with all the facilities I needed to find a new job. I was able to use the computers to search for jobs, the newspapers were free and I was able to print out my cvs.' Female



Adroddiad Blynyddol SLICC Sir y Fflint 2008/09 Flintshire WPLS Annual Report 2008/09

The authority submitted its Annual Return in accordance with the stipulated submission date, and it complies with the stated requirements overall. Its presentation and commentary are clear and concise, assisting the assessment process. It has to be regarded as an unapproved submission in its present form as the Annual Return has not yet been scrutinised or received the authority's approval. The Welsh Assembly Government will seek reassurance that the authority has considered the submission and approved the comments and observations made within it, and that action has been identified for future years to address the issues identified, and that resource realignments have been made to support that action.

To remind authorities, the Welsh Assembly Government has extended the assessment framework for Welsh public library authorities, and it now comprises a number of sections – 14 Welsh Public Library Standards, stipulating performance levels to be achieved by March 2011 (as in the past six years), to which have been added 13 Welsh Public Library Performance Indicators, which will be tabulated and the authority's position relative to the performances of other local authority in Wales will be compared. In addition, a brief narrative relating to the manner in which an authority's library service is considered in relation to overall corporate objectives and those of the particular directorate within which the library service operates. It is accepted that this is a new template for this new assessment framework for 2008–11, and that its requirements will become more apparent in the second and third years of the cycle.

The performances in relation to the Standards and the Performance Indicators will be scrutinised together in order to identify correlative factors. The narrative section is also expected to show clearly how an authority responds to the findings and recommendations of its regular review and scrutiny procedures and to the findings and recommendations of any special review that may be undertaken during the period 2008–11. Your authority has recently carried out a review of the aims, objectives and priorities of the library service, which is to be considered by the Council following public consultation. The findings from this review and the actions to be taken should be indicated in the Annual Return for 2009/10.

In line with the assessment of Annual Reports in Framework 2 (2005-08), unless an authority achieves at least half of the elements of a Standard that has a number of sub-sections or elements, or reached a particular median point in terms of performance, it will be deemed not to have met the requirements of the Standard. If half of the elements are met, but not the whole Standard, then the authority will be deemed to have partly met a Standard.

Following scrutiny and assessment of your Annual Return for 2008/09 by Welsh Assembly Government officials and a Reference Group drawn from the sector, according to our calculations

- Your authority is already achieving 8 Welsh Public Library Standards, namely WPLS 1, 2, 3, 4, 6, 7, 8, and 10. The authority provides a good service to those not able to access conventional service points and moves to serve patients in local hospitals are to be commended. Those requiring specialised ICT facilities and visual aids are also well catered for (WPLS 2). Good performances have been maintained in aggregate opening hours (WPLS 3) and the range of ICT facilities and services is as stipulated (WPLS 4). Annual expenditure on stock acquisitions is good (WPLS 8), meeting the required level. As a result of this level of investment, the authority has also been able to achieve WPLS 6 – annual acquisition of collection items, WPLS 7 – stock replenishment, and WPLS 10 – the supply of requests. The investment in stock is also reflected in the number of library users (WPLPI 2(i)) and issues of library stock (WPLPI 5), where an up to date and attractive collection encourages people to use the library.
- Your authority is also already partly achieving the requirements of a further 3 Standards, namely WPLS 5, 12 and 14. In the case of WPLS 5 – the number of collection items available for public use – the number of children’s items is met, but the number relating to adult use falls some way short of both the Wales benchmark and the top UK quartile, so there is scope for improvement in this area. It is noted that disability surveys are expected to be held in Flintshire libraries during the three-year cycle of this framework, and the results of these should be included in a future Annual Return (WPLS 12). Two elements of the required Citizen Entitlements have not yet been met (WPLS 14) – free reservations and borrow/return anywhere. It is noted that both of these elements are currently under consideration, and any progress should be reported in the Annual Return for 2009/10

Taken together, this level of achievement in the first year of a three-year assessment framework is reasonable and encouraging. The experience of the first six years under the assessment frameworks suggests that most authorities are able to build on their performances year on year, and turn partial achievements into full achievements. It is feasible that your library authority should be able to do so in the areas where there are partial achievements at the present time.

However, the authority is not currently achieving the stipulated requirements of 2 Standards – WPLS 9 and 11. The library service has a history of being unable to achieve the stipulated level for expenditure on Welsh language material, and the investment in Welsh Writing in English also falls short of the required level (WPLS 9). In line with the assessment of Denbighshire’s return for this Standard, Flintshire has been judged solely on its own purchases, although it is noted that the library service’s users also have access to holdings for Denbighshire through the joint catalogue. In the case of WPLS 11 – qualified staff – it is noted that the authority falls some way short of the stipulated level. It is also noted that Flintshire’s expenditure on staff training is

comparatively low (WPLPI 9), and this may be considered an area for further improvement in future years.

Surveys for WPLS 13 (user satisfaction with the library service) are due to be carried out by the library service in 2009/10 and 2010/11. The result of this Standard will therefore be reported in 2011.

For the purpose of comparison, we thought that you should note that the average number of Standards achieved by Welsh library authorities in 2008/09 was 7, the highest number achieved by an authority was 11, the lowest 4.

In relation to the Performance indicators, as was stated earlier, they have been included in the Assessment Framework in order to assist an authority to identify the causes of performance levels as reflected in the number of Standards being achieved or failed, and in order to establish your position relative to other local library authorities in Wales in the various aspects of managing an effective and efficient public library service. Your authority's performance in the areas for which annual returns are required are as follows:

WPLPI	Authority Performance	Position	Welsh Average	Highest Performance	Lowest Performance
1	405	15	430.5	794.6	142
2(i)	5519	10	5719.3	8874	3690.48
2(ii)	237	10	116.8	1004	6.7
4(i)	9.8	9	9.7	15	7
4(ii)	41.26%	15	47.5%	90%	21%
5(i)	5250	11	5352	8952	3332.6
5(ii)	28.2%	4	20.1%	36%	9.23%
7	17.2%	2	13.8%	20.2%	7.91%
8	0.91%	13	0.91%	1.3%	0.5%
9(i)	£78.70	16	£183.9	£776	£0
9(ii)	£0	21=	£4,300	£35161	£0
10	0%	22=	0.68%	5.7%	0%
13	£15,656	14	£16,063.73	£20,126	£12,838

A few of this authority's performances are among the better achievements in Wales, but the table presents a mixed picture. The authority's performances should be regarded as a baseline, and the Welsh Assembly Government will be seeking year on year improvements in all areas addressed by these performance indicators.

The narrative provided in the Service Aspect 5 section of the Annual Return is concise, clear and reassuring overall. Processes and procedures appear to relate library services closely to central corporate and directorate objectives, plans and programmes of work, and examples are given of work in the library service that show links to areas of the Directorate and Council Plans. Reference is made to *Strategy for Flintshire's Libraries 2009-2012*, a recent review of the aims, objectives and priorities of the Library and Information Service, which is to be published for public consultation and consideration by

the Council. Again, in this document, links have been identified between library service objectives and directorate objectives.

In the past the authority and its library service have achieved significant progress in many areas of the assessment frameworks, and it is unfortunate that this progress does not appear to have been recognised and acknowledged by the authority's scrutiny procedures. It is noted that the assessment of the previous year's Annual Report and the progress shown by the Library Service more generally over the three-year period 2005-08 were presented to the Executive of the County Council, but no actions were taken. It is disappointing when the good work and progress of one of the Council's statutory services appears not to have been acknowledged. The areas that need some improvement have been identified, and the Welsh Assembly Government will give particular attention to progress in these areas in its future scrutiny of performances.

Welsh Public Library Performance Indicators 2008-09

Performance Indicator		Flintshire	Position out of 22	Welsh Average	Highest Performance	Lowest Performance
1	Library members per 1,000 pop	405	15	430.5	794.6	142
2(i)	No. of people using library service per 1,000 pop	5519	10	5719.3	8874	3690.48
2(ii)	No. of people attending library service events & activities per 1,000 pop	237	10	116.8	1004	6.7
4(i)	No. of internet PCs per 10,000 pop	9.8	9	9.7	15	7
4(ii)	% take up of time allocated for PC use	41.26%	15	47.5%	90%	21%
5(i)	Annual issues per 1,000 pop	5250	11	5352	8952	3332.6
5(ii)	% of stock available for loan actually on loan on a census date in March	28.2%	4	20.1%	36%	9.23%
7	% of library service budget expended on books and other items for loan or use	17.2%	2	13.8%	20.2%	7.91%
8	% of total authority revenue expenditure spent on the public library service	0.91%	13	0.91%	1.3%	0.5%
9(i)	Expenditure on staff training & development per member of staff	£78.70	16	£183.9	£776	£0
9(ii)	Expenditure on bursaries, MSc or BSc qualifications, NVQs or ICTL Diplomas.	£0	21=	£4,300	£35,161	£0
10	% of total authority capital allocations expended on public library services.	0%	22=	0.68%	5.7%	0%
13	Net expenditure on library service per 1,000 pop	£15,656	14	£16,063.73	£20,126	£12,838

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: **EXECUTIVE**
DATE : **17 NOVEMBER 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **MANAGING UNAUTHORISED ENCAMPMENTS PROTOCOL**

1.00 PURPOSE OF REPORT

- 1.01 To recommend for adoption, following the consultation process, the Flintshire Multi Agency Protocol for Managing Unauthorised Encampments.
- 1.02 To endorse additional actions to support effective implementation of the protocol.

2.00 BACKGROUND

- 2.01 On 1 April 2009 Executive received a report which outlined the:-
- reasons for unauthorised encampments;
 - the impact on the Travelling, settled and business communities and on the environment;
 - the legal context and the Council's responsibilities; and
 - the draft multi agency protocol and the proposed consultation plan.

Executive approved the consultation strategy for the draft Multi Agency Protocol for Managing Unauthorised Encampments.

- 2.02 The draft Multi Agency protocol has now been circulated to partner agencies, Town and Community Councillors, Assembly Members, Members of Parliament and the Gypsy Council. Workshops have been held with elected members, Town and Community Councillors, Tenants and Residents Association and employees. Face to face discussions have also taken place with the Travelling community, including those on permanent sites and those on unauthorised encampments.
- 2.03 The benefits of the protocol include:-
- minimising problems associated with encampments including reducing any environmental damage;
 - promoting rights and responsibilities of both settled communities and Gypsies and Travellers;
 - moving from crisis management to a position of forward planning;
 - ensuring consistent, appropriate and open decision making;
 - complying with the Human Rights Act 1998 and the Race Relations Amendment Act;
 - responding quickly to community tensions and meeting statutory

Date: 10/11/2009

responsibilities to promote good relations between people from different racial groups;

- ensuring the rights of landowners, settled community and Travelling community are considered;
- promoting equitable access to information and services; and
- reducing incidents of anti social behaviour, for example, crime and disorder and public nuisance.

2.04 The lack of accommodation for Gypsies and Travellers contributes to the continuation of unauthorised encampments, therefore the protocol alone will not reduce the number of encampments.

3.00 CONSIDERATIONS

3.01 Feedback from consultation events

The discussions at the workshops recognised that this can be an emotive and contentious subject. However there was unanimous support for having a protocol in place and responding in a more proactive manner to unauthorised encampments. Members of the Travelling community supported the need to have a local protocol and develop improved mechanisms to enable them to access mainstream services.

3.02 It was highlighted during the consultation process that work needs to be undertaken to raise awareness in the settled community to increase understanding and dispel myths through promoting information through leaflets and through "Your Community Your Council".

3.03 It was identified that Town and Community Councillors and Elected Members have a critical role in reducing tensions and promoting community cohesion when an unauthorised encampment is set up in their ward. They need to have an awareness of:-

- Gypsy and Traveller culture; and
- the process the Council needs to follow before taking eviction action.

3.04 The protocol has now been revised to take account of the feedback that was received, these changes include:-

- contacting the local member when an unauthorised encampment is set up within their ward;
- creating a leaflet for the local community based on the Frequently Asked Questions;
- extending the distance that a group needs to move when they have been evicted from an unauthorised encampment .

3.05 Consultees recognised the benefits of providing facilities such as toilets, water and refuse collection. Neighbouring authorities have demonstrated the financial benefits of taking a proactive response rather than spending on clear up costs. Members of the Travelling community have shown a willingness to contribute to these costs.

- 3.06 There was recognition that there needs to be a regional approach to ensure consistency in the way unauthorised encampments are managed and to quell concerns of individual local authorities becoming a “honey pot”. This work is now being addressed through the development of an overarching protocol across North Wales, in which not only the local authorities are being asked to agree to but other public body landowners including the Welsh Assembly Government and the Countryside Council for Wales. This will provide a basic framework for public bodies to follow, whereas the Flintshire multi agency protocol sets out the detail. This is due to be finalised and published in November 2009.
- 3.07 It was suggested that there needs to be a dedicated Gypsy and Traveller Liaison Officer to deal with all enquiries relating to unauthorised encampments. This role is currently being undertaken by the Community Cohesion Officer and Policy Officer Equalities. This role will be incorporated within considerations for Housing service redesign capacities.
- 3.08 It is important that, as with any policy or protocol, the effectiveness of the protocol is monitored and reviewed; it is proposed that the Gypsy and Traveller Officer Working Group will be responsible for taking this forward.
- 3.09 Each agency will need to take responsibility for ensuring that their employees are aware of the protocol. Flintshire County Council employees will be made aware of the protocol through Flintshire Focus, Workforce News Items, the Strategic Team Bulletin, Corporate Equalities Review Team and the Gypsy and Traveller Officer Working Group. Elected members will be informed of the protocol through Member Services.

4.00 RECOMMENDATIONS

- 4.01 That Executive adopt the Flintshire Multi Agency Protocol for Managing Unauthorised Encampments.
- 4.02 That Executive endorse additional actions to support effective implementation of the protocol:
- The protocol to be endorsed by North Wales Police and Betsi Cadwaladr University Health Board.
 - The Chief Executive, Head of Legal and Democratic Services and the Head of Housing determine the appropriate capacity for implementation of the protocol and responding to unauthorised encampments.
 - That a Gypsy and Traveller fact sheet is developed and distributed to elected members and published in Your Community Your Council.

5.00 FINANCIAL IMPLICATIONS

5.01 Unauthorised encampments incur costs for the Council: officer time, legal costs, clear up costs and putting in barriers to prevent further encampments. From April 2009- September 2009, the cost of unauthorised encampments was £13,746.74. Managing unauthorised encampments more effectively should reduce some of these costs. The costs for unauthorised encampments are currently met through existing budget provision. In addition, facilities have been provided at unauthorised encampments which meet the Council's legal obligations; these include temporary toilets at a cost of £218.50 for one encampment. The Travellers made a contribution towards this cost.

5.02 The provision of the Gypsy and Traveller fact sheet leaflets will be met from existing revenue budgets.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 The protocol aims to benefit all ethnic groups. Having facilities in place for Gypsies and Travellers will promote their own health and well being which may be adversely affected by camping on contaminated land, lack of sanitary facilities or being too near a busy road which could be a risk to children.

8.02 The settled community and business community will also benefit from the protocol; through ensuring access to local services and facilities are not affected by encampments and reducing the impact of both human and industrial waste in the environment.

8.03 To ensure the code of practice is accessible and easily understood it has been produced in Easy Read and will be available in alternative formats.

8.04 A full equalities impact assessment has been undertaken on the final protocol.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The Head of Housing will need to determine the appropriate capacity to manage the Protocol and respond to unauthorised encampments.

10.00 CONSULTATION REQUIRED

- 10.01 No further consultation required. The Protocol will be distributed to the relevant partner agencies and published on the Flintshire County Council website. Copies will be available for members in the members' library.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has been undertaken with partner agencies, Town and Community Councillors, Assembly Members and Members of Parliament, Elected members, the Gypsy Council, the Travelling community and employees.

12.00 APPENDICES

- 12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

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

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

Welsh Assembly Government April 2005
Managing Unauthorised Camping

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

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 17 NOVEMBER, 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

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

3.00 RECOMMENDATION

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

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

<u>Directorate</u>	<u>Subject</u>
Environment	Renewal of leasehold premises for Communities First, Shotton.
Community Services	Approval to 5 temporary specialist support worker post funded via the Intermediate Care Continuing Health Grant. Authorisation to advertise for an Accommodation Support Officer (Youth Justice Service) on a 12 month secondment.

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

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

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

Chief Executive Update

- Clwyd Theatre Cymru Annual Report
(Deferred until December to allow consideration of the Annual Report 2009/10 (produced with the Arts Council of Wales) alongside a report from the Theatre Board on governance and capital issues)

Human Resources and Organisational Development Update

- People Strategy
(This report has been deferred until 8th of December due to prioritising of work)

Community Services Update

- Respite Care for Children with Disabilities
(Deferred until December due to information awaited from a meeting scheduled to take place mid November)

Environment Update

- Food Waste Project Report
(Deferred until December due to the Update Report on the Regional Food Waste Project being considered at Executive on 27 October and additional time is required to prepare the report following the outcome of that meeting)

Lifelong Learning Update

- Deeside Leisure Centre Progress Report
(A meeting of the Deeside Leisure Centre Project Board will not be held until mid November. Following that meeting, a more detailed update of the project and the way forward will be available for Executive in December)

FORWARD WORK PROGRAMME ITEMS – NOVEMBER 2009 – APRIL 2010

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

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

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

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

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

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

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

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