

CABINET

Date of Meeting	Tuesday, 16 th November 2021
Report Subject	A Plan for Shotton
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

In February 2021, Cabinet endorsed the development of 'A Plan for Shotton', the production and delivery of which was to be overseen by a multi-agency Steering Group.

This report follows the informal progress update provided to Cabinet in June 2021, outlining progress on the development of a high level strategic plan for Shotton and presenting 'A Plan for Shotton' for Cabinet's approval.

The programme of activity in Shotton has already seen some early successes, which are outlined in the report, along with proposals for next steps that will see broader engagement of partner organisations and the community to develop more detailed delivery plans. Risks are also highlighted for consideration and agreement of mitigating actions.

RECOMMENDATIONS

1	That Cabinet approves the high level strategic plan 'A Plan for Shotton' to set the strategic direction for work in Shotton from now until 2030.
2	That Cabinet endorses further work to engage wider partners and stakeholders to develop more detailed underpinning delivery plans focused around action aligned to achievement of the four strategic objectives, as detailed in 'A Plan for Shotton.'
3	That Cabinet notes the risks and considers and agrees the mitigating actions put forward.
4	That Cabinet supports proactive communication/publicity to coincide with this report and accompanying plan.

REPORT DETAILS

1.00	EXPLAINING THE PROGRESS ON DEVELOPING A PLAN FOR SHOTTON AND NEXT STEPS TOWARDS IMPLEMENTATION AND DELIVERY
1.01	<p>Background</p> <p>Shotton is a large, busy town with good local facilities and transport links, with opportunities for future development. However, over recent years the Council has received a growing number of complaints about anti-social behaviour and environmental issues within the Shotton area. Left unchecked these issues have the potential to blight the area and undermine local efforts to keep the town clean and tidy and a place where people want to live, work and visit.</p>
1.02	<p>To respond to identified local issues and help to maximise the town's assets and opportunities, Cabinet endorsed the development of 'A Plan for Shotton' to set out the future direction for the town over the next five to 10 years.</p>
1.03	<p>A Steering Group made up of representatives of the Council, local Members and North Wales Police was formed to oversee the development and delivery of 'A Plan for Shotton'.</p> <p>The Steering Group has been supported by Working Groups, led by Council Officers with engagement of some partner organisations, focusing on four key thematic areas:</p> <ul style="list-style-type: none">• Community Resilience;• Environment;• Infrastructure and Investment;• Prevention, Education and Enforcement.
1.04	<p>Progress on Developing the Plan</p> <p>Following the provision of an informal update to Cabinet in June 2021, a high level strategic plan 'A Plan for Shotton' has been drafted and approved by the Steering Group. This is split into sections covering:</p> <ul style="list-style-type: none">• Introduction and context setting;• The local challenges, assets and opportunities;• The vision, strategic objectives and key priority actions (which have been aligned to the seven Wellbeing Goals for Wales and Ways of Working (Sustainable Development) Principles);• Outline actions, projects and activity to deliver change. <p>A copy of the Plan can be found at Appendix 1.</p>
1.05	<p>Cabinet will note the change in terminology, shifting away from the term Master Plan, which is a Planning document based around future growth and development. Whilst there are elements of economic development within 'A Plan for Shotton' the focus is more around maximising existing assets, improving the local environment quality (LEQ) and strengthening</p>

	community resilience. The term Master Plan is thus misleading and, if continued to be used, may inadvertently raise expectations.
1.06	Alongside 'A Plan for Shotton', the Steering Group commissioned work to develop a Communications and Engagement Strategy, with supporting action plans at both a strategic and operational level. This work is being led by a multi-agency Communications and Engagement Task and Finish Group, with the Strategy finalised but work continuing on an action plan for wider communications and engagement of stakeholders.
1.07	<p>Early Successes</p> <p>Whilst 'A Plan for Shotton' has been in development, work has commenced and resulted in some early successes. For example, a service mapping exercise has been completed; a COVID-19 Hub is in operation in Shotton, supported by partner organisations, which provides a local outlet for support and signposting; and funding is being secured to repurpose a local building to bring it back into sustained community use, providing a healthy fast food shop.</p>
1.08	It is proposed to engage wider partners and the community, identified through a stakeholder mapping exercise undertaken by the Communications and Engagement Task and Finish Group, to develop co-produced delivery plan(s) that are representative of local needs and priorities. These will be based around the four strategic objectives contained in 'A Plan for Shotton', as aligned to the key thematic areas covered by the four Working Groups.
1.09	<p>Engagement of wider partner organisations and stakeholders, to include broader representation on the Steering Group, will maximise the opportunity under the Plan to broker partnership relationships for working together to achieve shared aims and pool resources to maximise capacity to deliver local priority outcomes.</p> <p>Research and experience also tells us that better, longer-term outcomes will be achieved through engagement of the community, fostering ownership and empowering and enabling them to identify priorities and take action to address them. This is particularly the case for community development projects, including those based around community resilience.</p>
1.10	There are a number of risks associated with the programme of work, these relate predominantly to resource and capacity; roles and responsibilities, with a need for confirmation and clarity to ensure strategic direction and sustained momentum; partner organisation and stakeholder engagement to date; and developing a realistic plan whilst managing expectations. These are further detailed in sections 2 and 3 below.

2.00	RESOURCE IMPLICATIONS
2.01	There is currently no budget available for 'A Plan for Shotton', but it is anticipated that financial resources will be required to fund activities and projects. These will be reliant on budget being able to be drawn from

	existing funding streams or identification of, and successful applications/bids for, grant funding. There may also be opportunity to pool resources or access other funding through wider engagement of partner organisations.
2.02	<p>To date, the Council has invested in 'A Plan for Shotton' through the provision of staff, notably Officers/Managers to lead each of the Working Groups, with some interim programme management and administrative support. However, there is no identified dedicated/additional resource available to support the Steering Group, Working Groups, nor the development of the delivery plans. This means human resource and capacity to support 'A Plan for Shotton' is limited, with many Officers undertaking tasks for Shotton in addition to their substantive roles.</p> <p>In September 2021 Cabinet approved urgent proposals to enhance organisational capacity in six areas of the workforce, including to support town centre regeneration and 'master planning' as a strategic priority of the Council, as contained within the Council Plan. The recruitment of an experienced Regeneration Manager and Regeneration Officer will provide the leadership, expertise and additional capacity required to increase the number of regeneration projects the Council is able to develop and deliver.</p> <p>This additional human resource will take time to become available and, given the broader scope of 'A Plan for Shotton', consideration should be given as to whether further community development resource is required to support the community resilience elements of such projects.</p>
2.03	Given the work involved in Area Plans, such as 'A Plan for Shotton', and as demand for such Plans in other areas of the county increases, there is a recognised need to review Senior Officer Leadership roles, project capacity to undertake tasks and co-ordinate activity and funding commitments, to ensure consistency and resilience.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>An initial Integrated Impact Assessment (IIA) with consideration of the Well-being of Future Generations (Wales) Act 2015 Five Ways of Working (Sustainable Development) Principles and Well-being Goals, along with the Council's own Well-being Objectives, was provided as part of the Shotton Master Plan report to Cabinet in February 2021.</p> <p>A full IIA has not yet been completed. At this stage, the report is an update on progress and to seek approval of the strategic direction, as contained in the Plan provided at Appendix 1.</p> <p>The proposed next steps include communication and consultation with broader partners and the local community on the strategic plan and engagement to inform the detailed delivery plan(s). This will provide the opportunity to gain sufficient engagement and consultation feedback to enable an IIA to be completed.</p>

3.02	<p>Risks</p> <p>As identified in section 2 of this report, one of the most pressing risks relates to available resource and capacity of officers and balancing this against the expectations of what can be achieved. The engagement of wider partners will, to some degree, provide some mitigation of this risk, allowing for the sharing and pooling of resources to achieve shared goals under the Plan.</p> <p>However, it is recommended that other mitigation of this risk should be considered to ensure a realistic plan of action is developed with adequate resources to achieve outcomes, where roles and responsibilities are clearly identified to ensure delivery whilst expectations are effectively managed. This should include clarity around responsibility for the operational development, delivery and oversight of the Plan and underpinning delivery plans, along with Senior Leadership sponsorship and governance to ensure strategic drive, momentum and oversight.</p>
3.03	<p>The other key risk identified relates to the lack of partner agency and community involvement to date. Whilst some partner agencies have been engaged through the Working Groups and Task and Finish Groups many stakeholders, and some key partners, have not been involved in the development of the Plan. This risks the Plan having a Council centric view where some local concerns, issues and priorities may have been missed or not accurately captured and which could lead to a misdirection of resources and efforts, or even duplication of effort in some areas and ultimately lack of ownership by stakeholders/key partners.</p> <p>Mitigation of this risk can be achieved through the proposed engagement of partner organisations and broader stakeholders, as outlined in 1.08 and 1.09 above and covered in more detail in section 4 below. It is recommended that Cabinet approves further work to engage wider partners and stakeholders as set out in this report to gain commitment and support for the Plan.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>Subject to Cabinet's endorsement of 'A Plan for Shotton', it is proposed to hold a professional workshop of partner organisations (statutory, public and third sector) to consult and engage them in the development of co-produced delivery plans detailing action to achieve the strategic objectives set out in 'A Plan for Shotton'.</p>
4.02	<p>Alongside consultation and engagement with the partner organisations, the local community, including residents and businesses, will be consulted and engaged in the development of the delivery action plan(s). Engagement of the community will foster ownership, empowering and enabling the community to identify local priorities and play an active role in action to address them.</p>

5.00	APPENDICES
5.01	A 'Plan for Shotton' can be found at Appendix 1 .

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Development of Shotton Master Plan (Cabinet Report, February 2021, agenda item 8) – available online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4908&Ver=4&LLL=0

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Kelly Oldham-Jones – Strategic Executive Officer Telephone: 01352 702143 E-mail: kelly.oldhamjones@flintshire.gov.uk

8.00	GLOSSARY OF TERMS These are provided corporately on the Infonet (link) and maintained by the Executive Office
	<p>Community Resilience: relates to the ability of communities to endure, survive, adapt and recover from hardship.</p> <p>Integrated Impact Assessment (IIA): systematic analysis of a service or policy to identify the potential effects on different groups and/or the environment with an aim to then minimise any negative impacts and enhance any positive impacts.</p> <p>Steering Group: the group set-up to steer the work being undertaken in Shotton, ensuring this is focused around local priorities, and the forum for collective decision making.</p> <p>Wellbeing Goals for Wales and Ways of Working (Sustainable Development) Principles: these are contained within the Wellbeing of Future Generations (Wales) Act 2015 which requires public bodies in Wales to achieve all seven wellbeing goals and to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. For further information: https://www.futuregenerations.wales/about-us/future-generations-act/</p> <p>Working Groups: the four group's made up of individuals possessing relevant skills and knowledge to deliver action and undertake tasks to achieve specified goals and objectives.</p>