

TO: Councillor: Robin Guest (Chairman)

Councillors: Bernie Attridge, David Barratt, Chris Bithell, Carolyn Cattermoul, Glenys Diskin JP, Quentin Dodd, Veronica Gay, Alison Halford, George Hardcastle, Patrick Heesom, Dennis Hutchinson, Eng. Klaus Armstrong-Braun, Peter Macfarlane, Peter Pemberton, Neville Phillips OBE, Tony Sharps, Aaron Shotton, Nigel Steele-Mortimer, Arnold Woolley

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{COO}

Date / Dyddiad 19/04/2010

Ask for /
Gofynner am Maureen Potter

Direct Dial /
Rhif Union 01352 702322

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **CONSTITUTION COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD** on **MONDAY, 26 APRIL 2010** at **14:00** to consider the following items.

Yours faithfully



Democracy and Governance Manager

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
3. **MINUTES**
To confirm as a correct record the minutes of the meeting held on 03/03/2010 (copy enclosed).
4. **REPRESENTATION AT PLANNING APPEALS**
Report of Head of Legal and Democratic Services and Head of Planning enclosed
5. **CONSULTATION ON NATIONAL PLANNING POLICY AND GUIDANCE**
Report of Head of Legal and Democratic Services enclosed

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6. **CHAIR AND VICE-CHAIR OF PLANNING AND DEVELOPMENT CONTROL COMMITTEE**

Pursuant to minute No.41 of the Committee (27 January 2010) the Committee agreed for this item to be considered. A copy of the report of the Monitoring Officer submitted to the Committee on 17/12/09 is enclosed.

7. **MEMBER CHAMPIONS**

Report of Head of Legal and Democratic Services enclosed

8. **CORPORATE GOVERNANCE - SELF-ASSESSMENT**

Report of Head of Legal and Democratic Services enclosed

CONSTITUTION COMMITTEE
3RD MARCH 2010

Minutes of the meeting of the Constitution Committee of Flintshire County Council held in County Hall, Mold on Wednesday 3rd March 2010.

PRESENT: Councillor R J T Guest (Chairman)

Councillors: R.C. Bithell, J.C. Cattermoul, Q. R. H .Dodd, A. M. Halford, P. G. Heesom, H.D. Hutchinson, R. P. Macfarlane, P. R. Pemberton, N. Phillips and N.R. Steele-Mortimer.

SUBSTITUTIONS: Councillor R.G. Hampson for D. Barratt.

APOLOGIES: Councillors: Eng. K. Armstrong-Braun, J.B. Attridge, G. Hardcastle and A.P. Shotton.

IN ATTENDANCE:

Chief Executive and Head of Legal and Democratic Services.

52. DECLARATIONS OF INTEREST

There were no declarations of interest.

53. MINUTES

The minutes of the meeting of the Committee held on 27 January, 2010, were submitted.

Matters Arising

Councillor A.M. Halford referred to page 4, paragraph (iii), relating to Champions and enquired about progress regarding establishing a Task and Finish Group. . The Head of Legal and Democratic Services advised that all relevant information had been collected and a meeting was to be arranged but he was unable to say precisely at the moment when that would take place although work was in progress.

Councillor R.C. Bithell referred to page 5, paragraph (vii) relating to the Planning Protocol Working Group. He said that he was still of the opinion that minor applications should follow the same process as other applications submitted to the Council. The Head of Legal and Democratic Services advised that it was intended that the matter would be included as an agenda item for the next meeting of the Committee.

Councillor N.R. Steele-Mortimer referred to page 11, item 48, and commented on the current arrangement whereby staff in Members Services distributed correspondence to Members through use of the "pigeon holes" in Members Services. He referred to the need to maintain a "free and easy system" of communication between Members and it was agreed that a more

detailed discussion should be held to establish rules and guidelines for the future operation of Members' communications.

Councillor Q.R.H. Dodd raised a query regarding the process for a protocol for dealing with Members correspondence. The Chief Executive advised that he had raised the matter within the Management Team and there was more work to be undertaken to ensure it was robustly implemented.

Councillor P. Heesom referred to item 47 on the consultation on political structures by the Welsh Assembly Government and asked if the Council's response to the Consultation Paper could be made available.

The Chief Executive referred to item 49 on the Boundary Commission Report, and informed Members that he had submitted a joint report with the Head of Legal Services to the next meeting of the Council which would challenge the Boundary Commission proposals.

Councillor P. Heesom referred to item 50 regarding analysis of late reports and expressed concern that late reports were still being received for meetings. The Chairman advised that if future statistics indicated a substantial increase in the number of late reports the issue would be considered by the Committee again. The Chief Executive confirmed previous advice on improved performance.

Councillor Q.R.H. Dodd referred to issues to be discussed at the Personnel Committee and requested that a detailed report accompanied the agenda which outlined the reasons and arguments for the case.

RESOLVED

That the minutes be received, approved and signed by the Chairman as a correct record.

54. COUNTY COUNCIL DIARY OF MEETINGS 2010/11

The Committee considered a report of the Chief Executive the purpose of which was to consider a revised frequency of Flintshire County Council meetings for 2010.

The Chief Executive provided background information to the diary of meetings for 2010/11. In drafting the diary it had been suggested that the usual ten weekly County Council meetings be combined with those meetings which were required to be held on specific dates for items such as the Statement of Accounts. This had resulted in five meetings of the County Council being scheduled. The Chief Executive emphasised that there had been no intention to reduce the number of Council meetings but there had been an oversight in the calculation of the draft diary which had been amended and the five dates had been replaced with eight alternative dates which were listed in the report for Members' consideration. The Chief Executive advised that there were no proposed changes to the remainder of the draft diary.

RESOLVED:

That the diary of Council meetings be recommended for approval at the County Council meeting to be held on 9 March 2010.

55. CHAIR/VICE-CHAIR OF PLANNING AND DEVELOPMENT CONTROL COMMITTEE

The Chairman asked Members to consider deferring the item until the next meeting of the Committee when Councillor K. Armstrong-Braun could be present.

RESOLVED

That the item be deferred until the next meeting of the Committee.

56. DELEGATION SCHEME

The Head of Legal and Democratic services introduced a report the purpose of which was to allow Members to consider amending the Delegation Scheme to enable Heads of Service to authorise third and fourth tier officers to exercise some functions related to Human Resources (HR) matters in relation to their individual teams.

The Head of Legal Services referred to the present delegations and advised that they were likely to cause problems in implementing the many service reviews planned across the Authority; especially if those reviews resulted in redundancy situations. He reported that under the current system only Heads of Service were authorised to deal with such issues and their future capacity would be limited due to additional workload which could result in a delay in carrying out service reviews. The Head of Legal Services advised that it was recommended that Heads of Service should be able to authorise third and fourth tier officers to undertake the functions required within the framework of Human Resource policies in the case of dismissals on grounds of redundancy.

During a discussion Members raised a number of concerns with respect to use of fourth tier officers and sought further information regarding the consultation process with officers and the training that would be provided for third and fourth tier officers. In response to the comments and concerns expressed the Head of Legal Services explained that in respect of organisational reviews officers would only be expected to undertake the process after full consultation had taken place and a decision made by the Executive. He also gave an assurance that officers would be fully trained.

Councillor Q.R.H. Dodd suggested that the operation be reviewed by the People and Performance Overview and Scrutiny Committee in six months time.

During a discussion Members were asked to consider amending the Delegation Scheme as outlined in the report and it was agreed that the words "Qualification: this may not be further delegated" be deleted from CO1 and CO2 in paragraph 1.2 of sub-section C of the Scheme, and replaced with the words "Qualification: this may only be delegated to third and fourth tier officers subject

to the Heads of Service being satisfied that any officer so authorised is appropriately trained”.

RESOLVED

- (a) That the delegation scheme be amended by deletion of the words “Qualification: this may not be further delegated” from CO1 and CO2 in paragraph 1.2 of sub-section C of the Delegation Scheme, and replacement with the words “Qualification: this may only be delegated to third and fourth tier officers subject to the Heads of Service being satisfied that any officer so authorised is appropriately trained”.
- (b) That the operation be reviewed by the People and Performance Overview and Scrutiny Committee in six months time.

57. DURATION OF MEETING

The meeting commenced at 3.00 pm and finished at 3..45 pm.

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Chairman

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

CONSTITUTION COMMITTEE	DATE 3 MARCH 2010
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **CONSTITUTION COMMITTEE**
DATE : **26 APRIL 2010**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES AND HEAD**
 OF PLANNING
SUBJECT : **REPRESENTATION AT PLANNING APPEALS**

1.00 PURPOSE OF REPORT

- 1.01 To consider a recommendation from the Planning Protocol Working Group to amend the part of the planning code of practice dealing with appeals against Council decisions.

2.00 BACKGROUND

- 2.01 At the Planning Protocol Working Group meeting on the 11 December 2009 consideration was given to a report from the Head of Planning on representation at planning appeals. During consideration of the report certain principles were identified and it was agreed that a further report incorporating these be submitted to a future meeting.
- 2.02 At the Planning Protocol Working Group meeting on the 11 February 2010 consideration was given to a report from the Head of Legal & Democratic Services and the Head of Planning giving written effect to the principles discussed at the previous meeting. The Working Group agreed that the current wording on appeals in the planning code of practice (Appendix 1) should be replaced by the wording set out in Appendix 2.

3.00 CONSIDERATIONS

- 3.01 There are a wide variety of different factual situations relating to appeals and these are summarised in paragraph 12.1 of Appendix 2. Appendix 2 provides guiding principles to be followed in the various different factual situations. The first principle is the need for flexibility to deal with the range of different situations.
- 3.02 Where the Council refuses a planning application or fails to determine it within the appropriate timescale, the applicant has a right of appeal to the Planning Inspectorate for Wales. The appeal process is governed by detailed regulations which include a tight timetable for the various stages that both the appellant and the Council should comply with. If the Council were to fail to comply with this timetable it is vulnerable to an award of costs being made against it. Compliance with paragraphs 12.3 and 12.4 of the existing code can therefore make the Council vulnerable to an award of costs. The new wording in Appendix 2 provides more flexibility so as to avoid this.

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3.03 The next principle in Appendix 2 is that of Members and officers working together in the best interest of the Council irrespective of whether the decision appealed against was made by Committee contrary to the officer recommendation or otherwise .

3.04 Appendix 2 also recognises the principle of consulting with Local Member(s) and the Chair and Vice Chair of the Planning and Development Control Committee.

4.00 RECOMMENDATIONS

4.01 The Committee is recommended by the Planning Protocol Working Group to amend the part of the Flintshire planning code of practice dealing with appeals from that in Appendix 1 to the wording in Appendix 2.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 There has been correspondence between relevant officers in Legal and Democratic Services and Planning.

11.00 CONSULTATION UNDERTAKEN

11.01 There has been correspondence between relevant officers in Legal and Democratic Services and Planning.

12.00 APPENDICES

- 12.01 Appendix 1 - Current provisions of planning code
- Appendix 2 - Recommended provisions of planning code

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report to and minute of Planning Protocol Working Group meeting 11
December 2009

Report to Planning Protocol Working Group meeting 11 December 2009

Contact Officer: Peter J Evans
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12. **APPEALS AGAINST COUNCIL DECISIONS**

12.1 Where an appeal arises against a decision, Officers will usually present the case on behalf of the Council. In giving evidence Officers will present the best possible case on the Council's behalf having regard to, and complying with, the Royal Town Planning Institute's Code of Professional Conduct.*

12.2 In cases where the appeal is against a decision which the Planning and Development Control Committee has made contrary to the Officer's recommendation, the Planning Case Officer may be able to give evidence, but in some cases, consultants will be employed if the Chief Planning Services Officer considers that Officers previously stated views may be unhelpful to presenting the Council's case.

12.3 In instances where the appeal is against a decision made contrary to Officer recommendation the mover or seconder of the motion at Committee, or in exceptional cases another Member of Committee so nominated, can attend and give evidence at the public inquiry or local hearing. In appeals heard by way of written representation the Council's submission will include a written statement from such a Member referred to above.

12.4 Where the Chief Planning Services Officer clearly feels that Officers would be unable to defend such decisions on appeal (due to requirements of the Professional Code of Conduct of the Royal Town Planning Institute) then this shall be made known to the Committee. In such cases the Committee may nominate (at least) two of its Members who voted contrary to the recommendation to appear at any appeal and explain the Committee decisions and the reasons for them.

* The Royal Town Planning Institute Code of Professional Conduct requires, inter alia, that Planning Officers who are Members of the Institute do not make statements purporting to be their own, but which are contrary to their bona fide professional opinion.

12. PLANNING APPEALS

- 12.1 There are a wide variety of different factual situations relating to appeals. There can be appeals against non determination or against a refusal made under officers' delegated powers or by the Planning Committee, either in accordance with the officer recommendation or contrary to the officer recommendation. Appeals can be heard by way of written representations, informal hearing or at an inquiry. The appeal may relate to a major or a minor planning proposal, a development that has attracted a lot of interest from Members and the public or a proposal that is of limited interest. Because of the range of circumstances, the way the Council responds to an appeal will be individual to the circumstances of that appeal. The following principles will guide the Council's response to each specific appeal.
- 12.2 The Council recognises the importance of complying with the timescales within the appeal process as a failure to meet these timescales can lead to an award of costs against the Council.
- 12.3 The Council will adopt a team approach to appeals whereby Members and officers work together in the best interest of the Council, irrespective of how the decision appealed against was arrived at.
- 12.4 The decision whether an appeal is determined by way of written representations, informal hearing or public inquiry is a matter for the Planning Inspectorate but the Council is given the opportunity of making representations as to the appropriate format. The Head of Planning will make representations on behalf of the Council as to its preferred format where possible following consultation with the local Member(s).
- 12.5 In the case of Informal Hearings and inquiries, the Head of Planning will determine who shall present the case on behalf of the Council following consultation with the Chair and Vice Chair of the Planning and Development Control Committee.
- 12.6 Where the decision appealed against was made by officers under delegated powers or was pursuant to an officer recommendation, the case will normally be presented by the Council's officers.
- 12.7 Where the decision was made by Members contrary to officer recommendation, attendance by one or more Member would assist the Council's case and relevant Members will be approached by the Head of Planning to ascertain their availability. Officers will assist any such Member in preparing for the appeal.
- 12.8 External legal representation and/or consultants will be engaged where the Head of Planning, following consultation with the Local Member(s) and the Chair and Vice Chair of the Planning and Development Control Committee, believes this to be appropriate in all the circumstances. One relevant circumstance is the need for Planning Officers who are members of The Royal Town Planning Institute to comply with its Code of Professional Conduct and not make statements purporting to be their own which are contrary to their bona fide professional opinion.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **CONSTITUTION COMMITTEE**
DATE : **26 APRIL 2010**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**
SUBJECT : **CONSULTATION ON NATIONAL PLANNING POLICY AND**
 GUIDANCE

1.00 PURPOSE OF REPORT

1.01 To consider a recommendation from the Planning Protocol Working Group relating to consultation on national planning policy and guidance.

2.00 BACKGROUND

2.01 At present consultation papers received by the Council are coordinated by the Policy Team who through Corporate Management Team allocate a Lead Directorate, Lead Officer and the response process through either the Executive or officer delegated powers.

2.02 At meetings of the Planning Protocol Working Group on the 11 December 2009 and 25 March 2010 consideration has been given to greater Member involvement in responding to consultation on national planning policy and guidance documents.

3.00 CONSIDERATIONS

3.01 Responding to consultation on national planning policy and guidance is an Executive rather than a Council function. Whilst the decision on how to respond to consultation on national planning policy and guidance rests with the Executive or the nominated Lead Officer under delegated powers, the Council could introduce its own internal consultation process as part of formulating the response to the consultation.

3.02 The timetable set for responding to consultation is set by the Welsh Assembly Government or other Body initiating the consultation and the length of time Councils are given to respond to the consultation is variable.

3.03 The Planning Protocol Working Group was given various options for increasing Member input into responses to national consultation on planning policy and guidance through the introduction of an internal consultation process.

3.04 At its meeting on the 25 March the Planning Protocol Working Group decided to recommend to the Constitution Committee that there be internal consultation with the Planning Protocol Working Group before a response is

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sent to consultation on national planning policy and guidance. In doing so the Working Group recognise that this is subject to the consultation period given by the Welsh Assembly Government being sufficient to allow for such internal consultation.

4.00 RECOMMENDATIONS

4.01 That where the consultation period allows, the views of the Planning Protocol Working Group be obtained and taken into account in determining the Council's response to consultation on national planning policy and guidance.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 The Planning Protocol Working Group and the Head of Planning have been consulted.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Minute 29 of the Planning Protocol Working Group meeting of the 11
December 2009
Report of Head of Legal & Democratic Services to Planning Protocol
Working Group meeting 25 March 2010,

Contact Officer: Peter J Evans
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **CONSTITUTION COMMITTEE**
DATE : **17 DECEMBER 2009**
REPORT BY: **MONITORING OFFICER**
SUBJECT : **CHAIR / VICE-CHAIR OF PLANNING & DEVELOPMENT**
 CONTROL COMMITTEE

1.00 PURPOSE OF REPORT

- 1.01 To enable Members to consider the appropriateness of an Executive Member being either the Chair or Vice-Chair of the Planning & Development Control Committee.

2.00 BACKGROUND

- 2.01 At the last meeting of the Constitution Committee on the 28 July Members asked for a report to enable them to consider Councillor Engineer Klaus Armstrong-Braun's request that the Committee make a recommendation to the County Council that an Executive Member should not hold the position of Chair or Vice-Chair of the Planning & Development Control Committee.

3.00 CONSIDERATIONS

- 3.01 As mentioned at the last meeting of the Committee, research was undertaken in the lead-up to the formation of the Executive in May 2008 as to whether it was possible for an Executive Member to be a Vice-Chair of the Planning & Development Control Committee. As mentioned the guidance issued by the Welsh Assembly Government in July 2006 is silent on the matter but there has been guidance in England suggesting that it was not appropriate for the Chair of Planning to be a member of the Executive.
- 3.02 An extract of the Guidance published in England is attached as Appendix 1 and it will be noted in paragraph 5.18 that the guidance states; "local authorities should consider including a member of the executive, if possible with responsibility for the Development Plan, on one or more committees which take development control decisions although she or he should not normally be the chair".
- 3.03 The Guidance acknowledges that there may be certain circumstances where the Executive Member in question could be Chair of the Committee but does not go on to identify those circumstances. It may be that the Guidance anticipates that there will be circumstances where the Committee is considering applications submitted on the basis of decisions made by the Executive. In those circumstances it seems to me that it would be prudent for an Executive Member to acknowledge a potential conflict in any event

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and decline to take part in discussions whether he or she is Chair, Vice-Chair or an ordinary member of the Committee.

- 3.04 In summary, there does not appear to be any impediment to an Executive Member being Vice-Chair of the Planning & Development Control Committee but the English Guidance relating to the role of Chair of a Planning Committee is at the very least persuasive.

4.00 RECOMMENDATIONS

- 4.01 That Members give further consideration to Councillor Engineer K Armstrong-Braun's request.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None

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 required

11.00 CONSULTATION UNDERTAKEN

- 11.01 None undertaken

12.00 APPENDICES

- 12.01 Appendix 1 - extract of the Guidance published in England

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

As referred to in the report.

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Development control

5.16 The Development Plan will form part of the local authority's policy framework described in chapter 2 of this guidance. The executive will be responsible for formulating the Development Plan in accordance with the Town and Country Planning (Development Plan) Regulations 1999. The different types and forms of Development Plan are set out in Planning Policy Guidance Note 12 Development Plans, together with guidance on their preparation. chapter 2 provides further guidance on the process of preparing and adopting the Development Plan.

5.17 By virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, development control decisions will not be the responsibility of the executive. Therefore implementation of the Development Plan through development control will continue to be exercised under delegations from the local authority in accordance with section 101 of the 1972 Act although some residual planning functions such as preparation of supplementary planning guidance, designation of conservation areas, areas of archaeological interest and nature reserves, removal of permitted development rights through Article 4 Directions and making compulsory purchase orders will be the responsibility of the executive.

5.18 The Secretary of State considers that full exchange of information between the executive and any committee which takes development control decisions is essential. The executive will need to ensure that there is effective two-way communication between them and any such committee and should consult any such committee on successive drafts of the Development Plan while policy is being formulated. In addition, local authorities should consider including a member of the executive, if possible with responsibility for the Development Plan, on one or more committees which take development control decisions although she or he should not normally be the chair.

5.19 In addition, the powers to require information as to interests in land in section 330 of the Town and Country Planning Act 1990 and section 16 of the Local Government (Miscellaneous Provisions) Act 1976 are specified in Schedule 2 to the Regulations as a local choice function.

5.20 Using the powers in section 13(4) and 13(5) of the Act a local authority's executive arrangements should provide that these functions to require information as to interests in land are not to be the responsibility of the executive except to the extent that it is necessary to exercise these powers in respect of actions which are preliminary to the exercise of powers to make compulsory purchase orders.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **CONSTITUTION COMMITTEE**
DATE : **26 APRIL 2010**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**
SUBJECT : **MEMBER CHAMPIONS**

1.00 PURPOSE OF REPORT

1.01 To consider the arrangements relating to Member Champions pursuant to the decision of the Committee on the 17 December 2009 when it was decided to constitute a Task & Finish Group to consider this.

2.00 BACKGROUND

2.01 At the meeting of the Constitution Committee on the 17 December 2009 it considered a report from the Head of Legal & Democratic Services on Member Champions. The meeting decided that a Task & Finish Group be established consisting of Councillors R C Bithell, A Halford, P G Heesom, V Gay and A P Shotton.

2.02 A meeting of the Task & Finish Group has been convened for the 22 April. A copy of the report to that Task & Finish meeting is attached as Appendix A. The recommendations of the Working Group will be reported verbally to the Committee meeting.

3.00 CONSIDERATIONS

3.01 The issues that the Constitution Committee wished to be considered are dealt with in paragraphs 3.01 to 3.05 of the report to the Task & Finish Group (see Appendix A).

4.00 RECOMMENDATIONS

4.01 For the Committee to consider the recommendations made by the Task & Finish Group.

5.00 FINANCIAL IMPLICATIONS

5.01 Amending the Members' Allowance Scheme to include work as a Member Champion as an approved duty could be met from within the existing Members' Allowance budget.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

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7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 With existing Member Champions individually.

12.00 APPENDICES

12.01 Appendix 1 - Report to the Task & Finish Group meeting - 22 April 2010.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Report to Executive of 1 April 2009
Minutes of Coordinating Committee meeting on 29 January 2004.

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FLINTSHIRE COUNTY COUNCILAGENDA ITEM NO.

REPORT TO: **MEMBER CHAMPIONS TASK & FINISH GROUP**
DATE: **22 APRIL 2010**
REPORT BY: **HEAD OF LEGAL & DEMOCRATIC SERVICES**
SUBJECT: **MEMBER CHAMPIONS**

1.00 PURPOSE OF REPORT

- 1.01 To consider the arrangements relating to Member Champions pursuant to the decision of the Constitution Committee meeting of the 17 December 2009.

2.00 BACKGROUND

- 2.01 At the Constitution Committee meeting on the 17 December 2009 consideration was given to a report from the Head of Legal & Democratic Services on Member Champions. A copy of that report is attached as **Appendix 1**. At that meeting the Constitution Committee resolved that a Task & Finish Group be established consisting of Councillors R C Bithell, A Halford, P G Heesom, V Gay and A P Shotton.
- 2.02 During consideration by the Constitution Committee there was uncertainty on a number of aspects of the Member Champion role that required clarification. These included the relationship with Executive Members, the role of the Champions and entitlement to allowances. During consideration it was also identified there was a need to formally identify the Champions as there was a lack of awareness of who were Member Champions.
- 2.03 Following the Constitution Committee meeting and prior to this first meeting of the Task & Finish Group each Member Champion has had the opportunity to discuss their role with the Governance & Democracy Manager.

3.00 CONSIDERATIONS

- 3.01 The first consideration is to identify which Member Champions have been formally appointed. There are two ways in which Member Champions have been appointed, either by formal resolution of a Committee or the Executive or secondly, by appointment from the Leader of the Council. Attached as **Appendix 2** is a table of the seven Member Champions indicating the area they are Champion for and the way in which they were appointed. One issue

for the Working Group to consider is whether greater publicity should be given to these Member Champions so that their existence is better known by other Members and by officers.

- 3.02 Another consideration is to clarify the role of Member Champions. When the Member Champions were appointed, varying details about their role was provided. Those appointed by Committee or Executive are considered first followed by those appointed by the Leader.
- 3.03 When the Overview & Scrutiny Champion was decided by the Coordinating Committee in 2004 it followed the North Wales Scrutiny Conference where a presentation had been given by the Director for the Centre for Public Scrutiny, which had made particular reference of the Scrutiny Champions Network. The idea was that each authority should nominate a Member and an officer to act as Scrutiny Champions so that the Centre for Public Scrutiny could e-mail appropriate material. The Coordinating Committee decided that the Member Champion for Overview & Scrutiny should be the Chair of the Overview & Scrutiny Coordinating Committee from time to time. When at its meeting of the 1 April 2009 the Executive appointed Councillor Robin Baker as Member Champion for ICT, the report explained that the appointment was to reflect the key role that the ICT strategy played in the Council's business planning and governance frameworks. In relation to the Member Champion for Member Support and Development, this is a requirement of the WLGA Charter for Member Support and Development. It is a requirement of the Charter that there is a Member Champion and Member Development Working Group made up of Members and officers to sponsor the Member Development Strategy and the Member development programme. It was decided the Chair of this Working Group from time to time would be the Member Champion.
- 3.04 In relation to the Member Champions appointed by the Leader he has explained that their roles were intended to:-
- a) Comply with any guidance/requirement from WAG;
 - b) To form a focal point of specialism;
 - c) To support/relieve/inform Executive Members, and
 - d) Provide a resource for Members, or constituents who had problems, enquiries, complaints or whatever relating to those specialisms.
- 3.05 In discussions with the individual Member Champions two have indicated that they have a written role description issued by WAG (the Member Champions for Biodiversity and Older People). The discussions with individual Member Champions have also indicated a degree of similarity in how they view their role, including being a point of contact for their particular area for other Members, officers, the public and outside bodies. Whilst Councillor Neville Phillips is also the Executive Member for the area he is Champion of, the other Member Champions (with the exception of Overview & Scrutiny) see themselves as helping the appropriate Executive Member in a particular specialised and time consuming area. The Working Group may feel that it is appropriate for each Member Champion to have a written role description.

3.06 Another consideration for the Working Group is in relation to Member Champions entitlement to allowances. Member Champions are not eligible for special responsibility allowances. Member Champions are however, eligible for care allowance so are able to reclaim expenses necessarily incurred in caring for dependents whilst carrying out those duties, subject to a maximum of £403 per month. The Member Champion may also be able to recover expenses incurred in travel & subsistence. This is dependent upon whether the work falls within of the list of approved duties contained in paragraph 3.01 of the Members' Allowance Scheme, such as attendance at a Body to which the Council makes appointments or attendance upon an officer of the Council upon Council business. At present the list of approved duties does not include work as a Member Champion and this can mean that on occasions a Member Champion's expenses on travel & subsistence is not reimbursed. Representations have been received from the Older People's Partnership Network that the Older People's Champion should be able to access out of pocket expenses with regard to the discharge of her role. The Group may wish to recommend that work as a Member Champion is added to the list of approved duties.

4.00 RECOMMENDATIONS

4.01 For the Working Group to consider the issues raised in paragraphs 3.01 to 3.06 of this report and any other issue the Task & Finish Group wishes to raise with a view to these being included in a report to the Constitution Committee.

5.00 FINANCIAL IMPLICATIONS

5.01 Amending the Members' Allowance Scheme to include work as a Member Champion as an approved duty could be met from within the existing Members' Allowance budget.

6.00 ANTI-POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITY IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None arising directly from this report

11.00 CONSULTATION UNDERTAKEN

11.01 With existing Member Champions individually.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT, 1985

Background Documents

Report to Executive of 1 April 2009

Minutes of Coordinating Committee meeting on 29 January 2004.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: CONSTITUTION COMMITTEE
DATE : 17 DECEMBER 2009
REPORT BY: HEAD OF LEGAL AND DEMOCRATIC SERVICES
SUBJECT : CHAMPIONS

1.00 PURPOSE OF REPORT

1.01 To consider setting up a Task & Finish Group to review the roles and appointments of Champions.

2.00 BACKGROUND

2.01 At the meeting of the County Council held on the 24 August, 2009 the Leader of the Council withdrew a Notice of Motion which stated: "That work as a Member Champion be added to the list of approved duties in the Members' Allowance Scheme with effect from 1 April, 2009."

2.02 Some research undertaken in connection with the Notice of Motion established that there was no single process for the appointment of Champions. In addition there was no clear picture as to the reporting or accounting lines between Champions and the responsible Executive Member, Committee Chair or Directorate.

2.03 Requests have been made for the Constitution Committee to consider reviewing the position with a view to:

- Establishing what processes have been used to appoint Champions in the past.
- Considering the rationalisation of an appointments process.
- Considering role descriptions for Champions.
- Identifying how Champions should report back on their activities to the County Council.
- Considering the extent to which the activities of Champions should be made eligible for travelling and subsistence allowance within the Members' Allowance Scheme.

3.00 CONSIDERATIONS

3.01 The role of Champions was considered briefly at the last meeting of the Corporate Management Overview & Scrutiny Committee and it was agreed at the suggestion of the Chairman of the Constitution Committee that the matter be left with the Constitution Committee to avoid duplication of effort.

3.02 Members are invited to consider setting up a Task & Finish Group. The Group could at its first meeting consider those arrangements which have already been put in place and the remit of existing Champions where this has been set out. It is suggested that the Task & Finish Group comprise Members of each of the four political groups on the Council and report back in due course in relation to those matters set out in paragraph 2.03.

4.00 RECOMMENDATIONS

4.01 That Members consider setting up a Task & Finish Group to review the role and appointment of Champions and make appropriate recommendations to rationalise the present situation.

5.00 FINANCIAL IMPLICATIONS

5.01 None

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 All Members of the Council through the democratic process.

11.00 CONSULTATION UNDERTAKEN

11.01 Limited consultation so far.

12.00 APPENDICES

12.01 -

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

As referred to in the report.

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APPENDIX 2

Member Champion	Area	Appointed
Councillor Robin Baker	ICT	Decision of the Executive
Councillor Hilary McGuill	Overview & Scrutiny	Decision of the Coordinating Committee
Councillor Neville Phillips	Member Support & Development	Decision of the Member Development Working Group
Councillor Veronica Gay	Older People	Appointed by the Leader
Councillor Emlyn Cooke	Energy	Appointed by the Leader
Councillor Carolyn Thomas	Biodiversity	Appointed by the Leader
Councillor Eric Owen	Supporting People	Appointed by the Leader

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **CONSTITUTION COMMITTEE**
DATE : **26 APRIL 2010**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**
SUBJECT : **CORPORATE GOVERNANCE - SELF-ASSESSMENT**

1.00 PURPOSE OF REPORT

1.01 For Members to consider the Self-Assessment Review 2010 set out in Appendix A.

2.00 BACKGROUND

2.01 The Council adopted its first Code of Corporate Governance in October 2007 and in accordance with CIPFA guidance undertook a self-assessment of its Corporate Governance arrangements. These were considered by the Constitution Committee at its meeting on the 8 April, 2008.

2.02 Internal Audit subsequently audited the Council's Corporate Governance arrangements in the light of the self-assessment and made recommendations in a number of areas.

2.03 New guidance was subsequently issued in a new framework entitled "Delivering Good Governance in Local Government - Framework" issued by SOLACE and the Code of Corporate Governance was subsequently revised. The revised Code took into account the recommendations of Internal Audit. The revised Code was considered by this Committee at its meeting on the 15 October, 2008 and subsequently adopted by the County Council.

2.04 Members may recall that it was initially intended that a further self-assessment of Corporate Governance be undertaken during 2009 with a view to this Committee considering a report at its meeting early in 2010.

2.05 Work on the Self-Assessment was delayed whilst the Wales Audit Office undertook a diagnostic in all Councils in Wales to enable them to produce a national report setting out its findings, identifying good practice and areas where there is scope for development of arrangements. The Wales Audit Office are producing a summary of findings for this Council for consideration as part of the self-assessment arrangements.

3.00 CONSIDERATIONS

3.01 The Code and the Self-Assessment focuses upon six core principles set out in the published CIPFA and SOLACE guidance. CIPFA have subsequently issued a new consultation draft entitled "Application Note to Delivering Good

Date: 19/04/2010

Governance in Local Government; A Framework" in January 2010 which set out the same six core principles. These are:-

- Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area.
- Members and Officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Developing the capacity and capability of Members and Officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

- 3.02 The Self-Assessment Review was completed by a Corporate Governance Working Group, members of which have drawn widely from colleagues to provide a comprehensive input for all Directorates. It sets out the Council's achievements under each of the six core principles and where appropriate identifies further action needed to strengthen the Council's arrangements. The completed Self-Assessment has also been considered by the Corporate Management Team at its meeting on 30 March.
- 3.03 At the time of writing this report the Wales Audit Office had provided a draft All Wales version of their analysis of the Good Governance Diagnostic. Unfortunately it has not yet been fully verified and it is therefore not possible to circulate a copy. However to avoid any further delay in dealing with the self-assessment, reference to the diagnostic is included in paragraph 3.5 of the document with an action point to identify how best to address those areas where the Wales Audit Office suggests there should be further work. A further report will be made to the Committee when the final document has been received from the Wales Audit Office.
- 3.04 Once the Committee has considered the Self-Assessment Review the document will be referred to the Head of Internal Audit for further work to be carried out as part of the Annual Audit Plan.
- 3.05 Following the approval of the Self-Assessment the Code of Corporate Governance will be reviewed and a further report submitted to the Committee towards the end of the year.

4.00 RECOMMENDATIONS

- 4.01 That the Self-Assessment Review 2010 be approved and that it forms the basis of the Council's Annual Governance Statement.

5.00 FINANCIAL IMPLICATIONS

5.01 None

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 Corporate Governance Working Group and Corporate Management Team.

11.00 CONSULTATION UNDERTAKEN

11.01 The Corporate Governance Working Group and Corporate Management Team.

12.00 APPENDICES

12.01 Appendix A - Self-Assessment Review 2010

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

1. Delivering Good Governance in Local Government - Framework - CIPFA/SOLACE
2. The CIPFA Finance Advisory Network - The Annual Governance Statement
3. Application Note to Delivering Good Governance in Local Government; A Framework Draft CIPFA, January 2010

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FLINTSHIRE COUNTY COUNCIL – CODE OF CORPORATE GOVERNANCE

SELF ASSESSMENT REVIEW 2010

1. COMMUNITY FOCUS

Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area.

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
1.1 Develop and promote the Authority's purpose and vision	<p>(1) CMT have reviewed and endorsed the Council's internal purpose and values as set out within the Council's governance and business plans.</p> <p>(2) Through the endorsement of the County Vision as established by the Local Service Board.</p> <p>(3) Through directorate workforce conferences.</p> <p>(4) Through the adoption of a new approach to the development of a new Council Governance Plan.</p> <p>(5) Through the Administrations' List of Priorities.</p> <p>(6) Through its Communications Strategy</p> <p>(7) Through the work of the Policy Planning & Performance Unit (PPPU) on Improvement Objectives and Outcome Agreements via the Local Strategy Board (LSB).</p> <p>(8) Through Residents' Surveys carried out every 2 years</p> <p>(9) Through an analysis of the Residents' Survey 2009</p>	(1) Incorporate vision and purpose into new Council Governance Plan /Service Plans	Annual	Chief Executive and Corporate Management Team supported by Policy, Performance & Partnerships Manager and the Executive

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	<p>(10) Through an analysis of the Employee Survey 2009</p> <p>(11) By the strategic management team – working with the Leader, developing a forward thinking Council through a structure and futures model which delivers a high quality service to the people of Flintshire</p>			
<p>1.2 Review on a regular basis the Authority's vision for the local area and its impact on the Authority's governance arrangements.</p>	<p>The Council's vision for the area has been developed and endorsed as part of the 4 yearly Community Strategy Review by the Local Service Board.</p>	<p>(1) The Authority's vision will be reviewed in conjunction with reviews of the Council Governance Plan.</p> <p>(2) Review the impact within the Council's business planning arrangements as it translates the vision into its working arrangements</p>	<p>June 2010</p> <p>April 2010</p>	<p>Chief Executive in consultation with Corporate Management Team and the Executive</p> <p>Chief Executive and Corporate Management Team supported by Policy Performance & Partnerships Manger</p>
<p>1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties.</p>	<p>(1) A County vision that is understood and agreed by all Local Service Board parties has been endorsed and is being incorporated within the organisations' business arrangements.</p> <p>(2) By ensuring that other partnerships such as TAIH, Mersey & Deeside Partnership and others have a clear purpose.</p>	<p>Ensuring that all partnerships have appropriate constitution that encompasses the aims and aspirations of each partner organisation and</p>	<p>Ongoing</p>	<p>Corporate Management Team</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
		Financial Strategy and implement Medium Term Financial Planning		
1.6 Put in place effective arrangements to identify and deal with failure in service delivery.	<p>(1) Developing a new approach to risk assessment which enables operational risk to be dealt with at Directorate level and strategic risks at a higher level with Member involvement.</p> <p>(2) Categorisation of and endorsement of 'Improvement Targets' for greater focus on service improvement.</p> <p>(3) Delivery of Council's Improvement Agreement</p> <p>(4) Establishing clear lines of accountability for service delivery.</p> <p>(5) Establishing service quality standards and user feedback processes.</p> <p>(6) Establishing service and contract monitoring and review.</p> <p>(7) Establishing capacity to respond to service or market failure.</p> <p>(8) The procedure for dealing with compliments, comments and complaints allows complaints to be recorded on a central database and monitored corporately and within each directorate. Further guidance relating to recording and monitoring and learning from complaints/continual improvement will be included in the All Wales Model Complaints Handling Procedure.</p> <p>(9) Customer Satisfaction Surveys</p>	<p>Review accountabilities and amend the Delegation Scheme as appropriate</p> <p>Extend the Central Register of Contracts and Lists of defaults to all Directorates with 6 monthly reports to Members. Develop Outcome Agreements in line with WAG guidance (when published)</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Spring 2010</p>	<p>Corporate Management Team</p> <p>Head of Procurement Unit</p> <p>Head of Procurement Unit</p>
1.7 Decide how value for money is to be measured and make sure that the Authority or partnership has the information needed to review value for	<p>(1) Improvement Plan produced annually which provides detailed information of the Council's plans and aims, performance and general progress towards improving the level of efficiency and effectiveness.</p> <p>(2) Annual Budget setting process.</p>	(1) Publish approved Medium Term Financial Strategy and	Summer 2010	Head of Finance

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
<p>money and performance effectively. Measure the environmental impact of policies, plans and decisions.</p>	<p>(3) Monthly revenue and quarterly Capital budget monitoring reports to CMT, LSG, Executive, Corporate Management Overview and Scrutiny (4) The Council's Regulatory Plan – produced by the Wales Audit Office. (5) Annual Audit Letter – produced by the Wales Audit Office. (6) The production of an Annual Governance Statement. (7) Audit Committee / Corporate Management Overview and Scrutiny Committee – review, scrutinise, question, and make recommendations in relation to policy, finance, risk, governance. (8) Performance is measured on a quarterly basis. Widening the scope to incorporate fuller aspects of performance beyond indicators (ie. risk, budget, HR, ICT) provides a comprehensive quarterly performance report which is produced by each Head of Service reported to CMT, Executive and relevant O/S Committees. (9) The further implementation of Ffynnon (the national performance management system) will assist with this process. (10) Benchmarking exercises - undertaken across a range of services to compare and identify areas for improvement. (11) Procurement Strategy and Contract Procedure Rules. (12) Risk Management Strategy. (13) Financial Procedure Rules – reviewed and updated annually. (14) Making the Connections (MtC) – the Council has embraced Making the Most of our Resources and is planning to achieve the target set of £32.5m over the 5 year period (2005/06 to 2009/10). (15) Value For Money (VFM) self assessment questionnaire submitted to PwC – September 2006 and reviewed on an annual basis. (16) The environmental impact of policies, plans etc are</p>	<p>implement Medium Term Financial Planning to achieve budget forecasting and setting in current as opposed to historic terms. 2) Continue to use and further refine Flintshire Integrated Tool (FIT) (3) Refresh Risk Management Strategy (4) Consultation – on the budget process with local stakeholders. We need to do this, but haven't yet agreed who or how.</p>	<p>Summer 2010 April 2010 Sept 2010</p>	<p>Corporate Management Team supported by Policy, Performance & Partnerships Manager Policy, Performance & Partnerships Manager Corporate Management Team</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	identified on all committee reports. In addition the Authority's Flintshire Integrated Tool (FIT) provides an overview of environmental, social and economic impacts in relation to the development of all new strategies, plans and policies as deemed appropriate.			

2. SERVICE DELIVERY ARRANGEMENTS

Members and Officers working together to achieve a common purpose with clearly defined functions and roles.

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
2.1 Set out a clear statement of the respective roles and responsibilities of the Executive and the Executive's members individually, other authority members, Members generally and senior Officers.	<p>(1) Having the roles, responsibilities and functions of Members and Senior Officers identified in the Council's Constitution which also sets out:-</p> <p>(a) a Committee scheme of delegation.</p> <p>(b) a scheme of delegation for Officer decisions</p> <p>(c) a description of the portfolios of Executive Members</p> <p>(d) Job Descriptions for Senior Officers.</p> <p>(e) the current Member Code of Conduct</p> <p>(f) an Officer Code of Conduct</p> <p>(g) a Member/Officer Protocol</p> <p>(h) Planning Good Practice Protocol.</p> <p>(i) a Licensing Protocol and Procedure adopted & implemented.</p> <p>(2) The Leader, Deputy Leader, Executive Members, Scrutiny Chairs and Chairs of Statutory Committees have role descriptions pursuant to a requirement of the WLGA Charter for Member Support & Development</p> <p>(3) Inclusion of competencies from Flintshire's Competency Dictionary included in job descriptions for Senior Management – Directors and 2nd Tier Officers</p>	<p>(1) Review of the Scheme of Officer Delegation.</p> <p>(2) Personal progress development meetings with Group Leaders under the Members' Charter.</p> <p>(3) Refresher training on Code of Conduct Guidance</p>	<p>Oct 2010</p> <p>July 2010</p> <p>Oct 2010</p>	<p>Monitoring Officer</p> <p>Democracy & Governance Manager</p> <p>Monitoring Officer</p>
2.2 Determine a Scheme of Delegation and reserve powers within the Constitution, including a formal schedule of those matters specifically reserved for collective decision of the Authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	<p>(1) Including this in the Council's Constitution.</p> <p>(2) Decision-making processes agreed by the Council.</p> <p>(3) Reviewing the way the Full Council operates, including minor modifications to the Constitution, revisions to the order of business, and publicising the mechanism for the public to ask questions at Full Council.</p>	Prepare for Annual Meeting	Annually May	Monitoring Officer

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
2.3 Make a Chief Executive or equivalent responsible and accountable to the Authority for all aspects of operational management.	(1) Designating the Chief Executive as the Head of Paid Service and ensuring that his duties, roles and responsibilities are set out in a Job Description. (2) Through undertaking work on the Council's structure.	Achieved	Sept 2007	
2.4 Develop protocols to ensure that the Leader and Chief Executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	The Leader and Chief Executive ensure that they meet on a regular basis to discuss issues. Their respective roles are set out in the Constitution. Due to the complexity of Council business it has not been considered appropriate to make the informal protocols that have developed any more formal.	Achieved		
2.5 Make the Senior Officer (the S151 Officer) responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.	(1) The County Finance Officer acts as the Council's responsible Chief Financial Officer under Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, ensuring lawful and financial prudence of decision making and the administration of financial affairs throughout the Authority. (2) The duties, roles and responsibilities of the post are set out in the Job Description and documented in the Council's Constitution	Achieved		
2.6 Make a Senior Officer (usually the Monitoring Officer) responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	The County Legal & Democratic Services Officer has been designated as the statutory Monitoring Officer under Section 5 and 5A of the Local Government and Housing Act 1989. His duties, roles and responsibilities are set out in his Job Description and in the Council's Constitution.	Achieved		

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
2.7 Develop protocols to ensure effective communication between Members and Officers in their respective roles.	(1) Producing a Protocol on Member/Employee Relations as set out in the Council's Constitution. (2) Planning Good Practice Protocol and reviewing it regularly. (3) Members and Officers Codes of Conduct adopted. (4) Communication protocols including media relations explained during induction and ongoing when major incidents could arise g. swine flue. (5) New Starters Induction Programme in place. (6) The Council has in place a mentoring framework for new Members to have an experienced Member to act as a mentor. (7) Reference to Officers Code in revised Disciplinary Policy. Appointment letters and Induction for employees	Achieved		
2.8 Set out the terms and conditions for remuneration of Members and Officers and an effective structure for managing the process.	<u>Officers</u> (1) Officers Job Descriptions/Person Specifications. (2) Contracts of Employment. (3) Job Evaluation Scheme. (4) Employee Handbook. (5) Second Tier Officer Review. (6) Adhering to national terms and conditions of employment. (7) Single Status Project - pay policies to be developed, programme of work identified. (8) Organisational structure work. (9) HAY job design and evaluation and the development of behavioural competencies. (10) Advice on pay ranges from HAY. <u>Members</u> (1) Annual review of Members' Allowances including Special Responsibility Allowances (2) Having a publicised Members' Allowance Scheme. (1) Annual staff appraisals and half-yearly updates. (2) Introduction of training and development plans in some areas. (3) People Strategy – framework which aims to ensure	(1) Ongoing need to develop methods to achieve greater consistency in monitoring inclusion in Quarterly reporting for Directorates (2) Negotiate an agreement with Unions on all Single Status issues. (1) Annual review of Members' Allowances in line with any changes made by the Independent	May 2010 Ongoing Ongoing	Chief Executive and Corporate Management Team Head of HR & OD Democracy & Governance Manager

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
<p>Ensure that effective mechanisms exist to monitor service delivery.</p> <p>People Strategy – key objective is to develop a performance management framework</p>	<p>employees deliver services that meet existing and future demands.</p> <p>(4) Monitor on a regular basis performance against our aims.</p> <p>(5) The involvement of Overview and Scrutiny in the review and development of service delivery issues.</p>	<p>Remuneration Panel for Wales</p> <p>(2) Further use of service plans by Overview and Scrutiny Committees</p>		<p>Team Leader – Member Engagement</p>
<p>2.9 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly set out in print in accordance with the Council's Plain Language Policy and disseminated.</p>	<p>(1) Council's vision for area has been developed and endorsed by the Local Service Board.</p> <p>(2) Incorporation of vision within Council business planning arrangements.</p> <p>(3) The development and implementation of a Consultation and Engagement Framework and Guidelines/Policy document.</p> <p>(4) Undertaking Biennial Residents Surveys, the latest being completed summer 2009, the outcomes of which will assist in formulating corporate aims and objectives based on the views of residents.</p> <p>(5) People Strategy 2009-2012 with underpinning Action Plan and review process</p> <p>(6) Approval of the Administration's List of Priorities.</p> <p>(7) Continue to deliver actions set out in the 2006-08. Communication Strategy which was approved by the Council's Executive in November 2006 and which sets out the five key areas of internal and external communication for the Council, namely workforce communication, media relations, public information and promotion, consultation and corporate identity.</p>	<p>(1) Production of Directorate and Service Plans for 2010-2013</p> <p>(2) Keep Strategy under Review in line with Council Plan</p> <p>(3) Publish approved Medium Term Financial Strategy and implement Medium Term Financial Planning</p>	<p>April 2010</p> <p>Ongoing</p> <p>Summer 2010</p>	<p>Chief Executive supported by PPP Manager</p> <p>Corporate Communications Manager</p> <p>Corporate Communications Manager</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
<p>2.10 When working in partnership ensure that Members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority.</p>	<p>(1) Addressing the governance framework and accountability for the emerging LSB. (2) Addressing the 'wearing of many hats' in the Community Leadership role of Members. (3) Recent draft guidance from WAG re 'Local Vision, Preparing Community Strategies' refers at length to these issues. (4) Training has been provided to Members of the Community Leadership role as part of the 2009/10 Member Development Programme.</p>	<p>(1) Development of guidance protocols for Members when 'working in partnership'</p>	<p>Oct 2010</p>	<p>Corporate Management Team supported by Policy Performance & Partnerships Manager</p>
<p>2.11 When working in partnership:</p> <ul style="list-style-type: none"> - ensure that there is clarity about the legal status of the partnership - ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions. 	<p>(1) Having a Constitution and endorsed governance arrangements for the Local Strategic Partnership. (2) Having Terms of Reference for Communities First Service Boards. (3) Constitution for the Mersey/Dee Alliance. (4) Ensuring appropriate Terms of Reference exist for all Partnerships. (5) Developing constitutional foundations for collaborative projects. (6) Ensuring appropriate level of representation at the partnerships where decisions need to be made about resources and priorities. (7) LSB requirement that all partnerships undertake an annual assessment. (8) LSB role to promote and assure partnership governance.</p>	<p>(1) Developing terms of reference for Member Champions.</p>	<p>July 2010</p>	<p>Democracy & Governance Manager</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	<p>performance management system and ensuring that these topics are covered when inducting Members and Officers.</p> <p>(9) By circulating all reports to the Standards Committee and its minutes to all Members, including copies of all decisions made by the Ombudsman.</p> <p>(10) By a module in the Induction Day for new employees.</p>			
<p>3.3 Put in place arrangements to ensure that Members and employees of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that those arrangements continue to operate in practice.</p>	<p>(1) Equal Opportunities and Diversity Policy Statement adopted and a programme of training put in place.</p> <p>(2) Race Equality Scheme Action Plan adopted.</p> <p>(3) Through a comprehensive programme of equality and diversity training.</p> <p>(4) Through the Codes of Conduct, Protocols, Council Procedure Rules relating to contracts and external partnership arrangements and the Articles on decision making in the Council's Constitution.</p> <p>(5) Through the Members Planning Code of Good Practice for Members and Employees, dealing with planning matters.</p> <p>(6) Through a review of the Council's planning processes and the continuing work of the Members Working Group.</p> <p>(7) Through equalities training for Members of the Planning Committee.</p> <p>(8) Protocol on dealings with developers and contractors.</p>	<p>(1) Continuing training for Officers and Members on equality and diversity issues</p>	<p>Ongoing</p>	<p>Head of HR & OD</p>
<p>3.4 Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these to Members, staff, the community and partners.</p>	<p><u>A. Development and Monitoring</u></p> <p>(1) By reviewing the Council Governance Plan, Directorate and Service Plans.</p> <p>(2) Through the Corporate Management Team.</p> <p>(3) Through Team Talk and Team Bulletin.</p> <p>(4) Through the Local Strategic and other Partnerships.</p> <p>(5) Development of management competencies through HAY job design and evaluation.</p> <p>(6) Development of the competency dictionary detailing expected behaviours as part of People Strategy.</p> <p>(7) Directorate workforce conferences.</p>	<p>(1) Review the Council Governance Plan</p> <p>(2) Ongoing Implementation of Competency Dictionary, setting expected behaviours, as per delivery of the People Strategy</p>	<p>June 2010</p>	<p>Chief Executive</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	<p><u>B. Communication</u></p> <p>(1) Through regular Executive and Committee Reports.</p> <p>(2) Regular meetings with Flintshire Joint Trade Unions Council.</p> <p>(3) Meetings of the Joint Consultative Committees.</p> <p>(4) Publication of the Annual Performance Report and the Statement of Internal Control.</p> <p>(5) Flintshire Focus</p> <p>(6) Stakeholder meetings</p> <p>(7) Through Council newspaper "Your Community Your Council" published 3 times a year and delivered to 65,000 households and businesses.</p>	Implementation of Competency Dictionary, setting expected behaviours, as per delivery of the People Strategy	Ongoing	Head of HR & OD
3.5 Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice.	<p>(1) Through the pro-active work and advice of the Monitoring Officer appointed.</p> <p>(2) Monitoring of compliance with codes undertaken by the Standards Committee.</p> <p>(3) By highlighting WAG guidance on the Code of Conduct.</p> <p>(4) By publishing Annual Reports for Overview and Scrutiny.</p> <p>(5) By adopting, publishing and reviewing a Local Code of Corporate Governance.</p> <p>(6) By appointing Internal Audit to monitor the Council's performance under its Local Code of Corporate Governance.</p> <p>(7) By the recent Wales Audit Office Good Governance Diagnostic and the analysis of responses.</p>	Identifying how best to address those areas where the Wales Audit Office suggests there should be further focus	Sept 2010	Monitoring Officer with CMT
3.6 Develop and maintain an effective Standards Committee.	By training and through discussion at Standards Committee meetings on relevant issues including holding workshops to discuss recent decisions of the Ombudsman/Adjudication Panels/ Standards Board in England to acquaint Members with the types of complaints dealt with and the results of investigations and hearings.	Producing statistical reports on: (1) Ombudsman complaints (2) Producing an Annual Report	Apr 2010 March 2011	Monitoring Officer

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
		(3) Meetings with other Standards Committee members (4) Advisory role to Town and Community Councils (5) Standards Committee Forum	Sept 2010 April 2010 June 2010	
3.7 Use the organisation's shared values to act as a guide for all decision making and as a basis for developing positive and trusting relationships within the Authority.	(1) The Council's values are set out in the Council Plan which is the basis for the development of Directorate Plans and Service Plans. (2) The Staff Appraisal process forms a sound platform for the development of positive and trusting relationships. (3) Senior Management Team Meetings. (4) Team Meetings, Team Bulletin and Team Talk. (5) Directorate Conferences (6) People Strategy. (7) Whistleblowing Policy.	Development of individual plans through the Appraisal process. Target of 100% completion of Appraisal/ Actual %. Process to be developed as part of People Strategy	Ongoing	Corporate Management Team
3.8 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.	(1) CMT have reviewed and expressed support for the values and aims set out in the Council Governance Plan. (2) Executive decisions and those of regulatory committees set out reasons for those decisions which can be considered against those values. (3) The Codes and Protocols referred to in the Constitution will also be relevant in both decision making and behavioural terms.			

4. RISK MANAGEMENT AND INTERNAL CONTROL

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
<p>4.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Authority's performance overall and that of any organisation for which it is responsible.</p>	<p>(1) The Overview & Scrutiny function has developed as a critical friend, providing constructive challenge in order to contribute to continuous service improvement. This role is discharged both through consultation by the Executive and directors and also through the 'calling in' of Executive decisions by Overview & Scrutiny Committees</p> <p>(2) Each of the 6 functional committees engages in performance monitoring and management through the quarterly consideration of performance items such as indicators (Improvement Targets), risk issues, HR, Finance and ICT issues.</p> <p>(3) The work programmes of Overview & Scrutiny are updated and published on a regular basis and there is a dedicated team of Officers to support the function.</p> <p>(4) There is a convention that the results of regulatory reports are submitted for consideration by the Audit Committee.</p>	<p>(1) Review the Overview & Scrutiny role as part of the impending restructure arrangements and following the May elections.</p> <p>(2) Self-assessment by committees to determine their effectiveness; monitoring of this by the Co-ordinating Committee</p> <p>(3) Monitoring of workload and capacity to ensure that Overview & Scrutiny is suitably supported</p> <p>(4) Member development</p>	<p>May/June</p> <p>Annually</p> <p>Annually</p>	<p>Chief Executive</p> <p>Democracy & Governance Manager and Team Leader – Member Engagement</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
4.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based. (ie. will contain the evidence upon which decisions are made)	(1) Regulatory Committees will take decisions based upon detailed reports with any late information being referred to in the minutes. (2) Scrutiny Committees when undertaking work requested by Council or the Executive or when undertaking their own investigations will agree reports containing the evidence which was considered to be material. (3) The Executive and County Council reports will contain all the information, evidence and comments needed to take decisions. The decisions made by Officers under delegated powers will be documented on files or where of a significant nature be incorporated in Delegated Action Forms which will be reported to the Executive for information purposes.			
4.3 Put in place arrangements to safeguard Members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.	(1) Codes of Conduct covering conflicts of interest have been adopted and included in handbooks/internet. (2) Registers of Interest are kept for both Officers and Members. (3) Highlighting the issue - induction module for new employees. (4) Awareness of Members maintained through agenda items reminding Members of the need to declare interests at all meetings of the Council, Executive & Committees. (5) The Monitoring Officer and Deputy Monitoring Officer available to give advice at all times. (6) Audit reviews of the processes in place. (7) Proactive work on individual issues or cases.	Employee education & training, induction etc Displayed clearly on infont Identify further opportunities for raising awareness	Ongoing	
4.4 Develop and maintain an effective Audit Committee (or equivalent) which is independent of the Executive and scrutiny functions or make other appropriate	(1) Having appropriate arrangements in place for delivery of an adequate and effective Internal Audit function and ensuring adequate reporting arrangements to safeguard its independence. (2) Having an up to date risk based Internal Audit Plan. (3) Undertaking systematic Risk Assessments in all areas			

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
arrangements for the discharge of the functions of such a committee.	of the Council's activities. (4) Audit Committee with clear Terms of Reference. (5) External Auditors annually considers the Council's approach to legality, its response to major legislation and any matter of legality relevant to the Audit of financial transactions and the outcome is considered by the Audit Committee. (6) Members of the Audit Committee receive appropriate training.	Review of the Terms of Reference of the Audit Committee and its effectiveness	Autumn 2010	Head of Finance & Internal Audit Manager
4.5 Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	1) Corporate Complaints procedure established which is co-ordinated centrally. The procedure is publicised through widely circulated leaflets and the Council's Website. Guidance on who to contact is included in the procedure. Details and actions relating to complaints are captured on a central database which is monitored. (2) Protocol for dealing with complaints between Officers and Members. (3) Whistle-blowing Policy – updated 2007 - To be further reviewed (4) Having provision for the public to ask questions at Council meetings. (5) A separate procedure is in place under the Freedom of Information Act and Data Protection Act. (6) There is also a statutory complaints process for social services matters and a review process for housing issues. (7) By referring Code of Members Conduct complaints to the Ombudsman.	(1) Review Corporate Complaints procedure. Following the outcome of the all Wales review of complaints which is being led by the Local Government Ombudsman. An all Wales Model Complaints Handling Procedure is being developed.	Oct 2010	Corporate Management Team supported by Corporate Complaints Officer
4.6 Ensure that those making decisions, whether for the Authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.	(1) Through the presentation of comprehensive reports to Committees, the Executive and Council – setting out financial/personnel and other implications. (2) Through briefing by Directors/Service Officers prior to partnership meetings. (3) Through Members receiving the agendas and reports of all committees. (4) Through Members' seminars and workshops.	Ongoing Currently reports are checked for financial implications; arrangements to be developed as part of review of	Summer 2010	

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
		FIT to consider other implications e.g. equalities		
4.7 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.	(1) Chief Executive/Head of Finance/Head of Legal & Democratic Services consider strategic reports for the Council's Executive when authorised by the Committee Admin system. (2) Every Regulatory Committee, the Executive and County Council is attended by a Solicitor and financial advisor. (3) Such advice is available on request at every O&S Committee and reports to Executive and County Council are circulated in advance to professional advisors.			
4.8 Ensure that risk management is embedded into the culture of the Authority, with Members and managers at all levels recognising that risk management is part of their jobs.	(1) Through the development and refinement of the Strategic Assessment of Risks and Challenges. (2) The use of this "risk register" provides the foundation for our Council Planning Framework which includes service and directorate planning and will inform the development of the Community Strategy and our Improvement Agreement and Improvement Plan. (3) The development of the quarterly performance reports which includes the reporting and monitoring of risk. (4) Risk Management training being developed for managers at all levels, to include Ffynnon (software) training. (5) Through identification of risk during service planning. (6) Through standing down the Risk Management Board and redefining the respective responsibilities of the Executive, Scrutiny and the Audit Committee.	Implementation of Ffynnon and maintenance programme thereafter	On going	CMT supported by Risk Manager and Policy Performance & Partnerships Manager
4.9 Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority	(1) By publishing and making readily available the Whistle-blowing document. (2) Whistle-blowing Policy 1999 updated 2007. (3) Anti-Fraud and Corruption Policy.	Review annually	Ongoing	Internal Audit Manager

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
have access.	(4) All managers have been requested to have a copy of the document available in hard copy in a position where all staff can see it (eg noticeboards). (5) Policy published on Internet to permit anonymity of access.			
4.10 Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities.	(1) Through professional training and advice available from the Council's professional Officers. (2) Through the work of Internal Audit and the development of clear HR policies. Examples of relevant policies for clarity and for inclusion in review schedule. (3) Compliance with Contract Procedure Rules, Financial Procedure Rules and the development of the Procurement Advisory System accessible on the Infonet.			
4.11 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.	(1) Through the pro-active work of the Council's Legal Service and its close working relationship with service managers. (2) Through professional development and training (including multi-agency training for Children's Services staff in particular).	Continued training	Ongoing	Corporate Management Team
4.12 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principle of good administrative law – rationality, legality and natural justice – into their procedures and decision making processes.	As well as the achievements set out in 4.11 the Council's policies and protocols set out the processes that must be followed in decision making eg. Disciplinary and Grievance Policy, Licensing and Planning Applications Appeals, HR practitioners or Legal advisors (as appropriate) are available to advise during meetings.			

5. STANDARDS OF CONDUCT

Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
<p>5.1 Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis.</p>	<p>(1) Generic one day induction sessions are provided for all new employees in groups. Special issues affecting particular individuals are dealt with through their own service teams.</p> <p>(2) The Council has introduced an appraisal framework which will help to address individual staff development requirements.</p> <p>(3) Member induction programme with updates and refresher sessions on such matters as planning, audit and licensing.</p> <p>(4) The Council has adopted a Member Development Strategy</p> <p>(5) In addition to induction training, Members also have an Annual Development Programme.</p> <p>(6) People Strategy 2009-2012 makes specific reference to development of a more tailored induction for various groups of new/returning employees. Performance Management Framework and the identification of learning and Development needs is also included.</p>			
<p>5.2 Ensure that the Statutory Officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Authority.</p>	<p>(1) By designating the County Finance Officer as the Statutory Section 151 Officer and ensuring that the duties, skills, roles and responsibilities of the post are clearly set out in the job description and the Council's Constitution.</p> <p>(2) By ensuring that the Monitoring Officer is legally qualified with substantial experience in local government law.</p> <p>(3) By ensuring that the Statutory Education and Social Services Directors are appropriately qualified.</p> <p>(4) By ensuring that the S151 Officer and the Monitoring</p>			

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	<p>Officer receive continuous professional development and that they have a high profile in the Authority with access to all meetings and attendance at CMT.</p> <p>(5) By ensuring that the restructure proposals take these requirements into account.</p>			
<p>5.3 Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively and so that skills are developed on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</p>	<p><u>Officers</u></p> <p>(1) Through the recruitment and selection process for the appointment of Officers.</p> <p>(2) Through staff appraisal identifying training and development needs.</p> <p>(3) Through development and training programmes.</p> <p>(4) Through information and training provided by professional organisations.</p> <p>(5) Induction training.</p> <p>(6) Development of management/behavioural competencies.</p> <p><u>Members</u></p> <p>(1) The Council has obtained WLGA Charter for Member Support and Development.</p> <p>(2) Induction training and development sessions for all Members including overview and scrutiny and audit matters</p> <p>(3) Specific Member training for the Development Control and Licensing & Appeals Committees.</p> <p>(4) Briefings provided to Group Leaders on major issues.</p> <p>(5) Briefings provided to Chairs and Vice-Chairs prior to meetings of Committees.</p> <p>(6) Regular meetings between CMT and senior Members (LSG).</p>	<p>Introduction of a training programme for Managers.</p>		<p>Head of HR & OD</p>
<p>5.4 Ensure that effective arrangements are in place for reviewing the performance of</p>	<p>The Council has obtained the WLGA Charter for Member Support & Development.</p>	<p>Personal development meetings with</p>	<p>July 2010</p>	<p>Chief Executive supported by the Governance &</p>

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
the Executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs.	The Council has a process of personal development meetings for those Members in receipt of special responsibility allowances whereby training and development needs are identified.	Group Leaders		Democracy Manager
5.5 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority.	<p>(1) Supporting Communities First programmes to enable people to participate effectively in their own communities.</p> <p>(2) The development and implementation of a Consultation and Engagement Framework and Guidelines/Policy document.</p> <p>(3) Undertaking Biennial Residents Surveys the latest being completed summer 2009 the outcomes of which will assist in formulating corporate aims and objectives based on the views of residents.</p> <p>(4) Undertaking biennial surveys with strategic partners/ stakeholders.</p> <p>(5) Informing customers about consultations, encouraging people to participate and informing them of the outcomes - by, for example, the recently launched consultation data base which can be viewed on internal and external web sites.</p> <p>(6) Arrangements for involving the community in the work of the Authority has begun with the Stakeholder analysis for the Community Strategy. This will impact not just on the work of the Authority but on the shared priorities for the partner organisations too.</p> <p>(7) Public participation in Planning Committee through third party representations.</p>			
5.6 Ensure that career structures are in place for Members and all staff to encourage participation and development.	<p>(1) Development of Corporate Performance Management Framework.</p> <p>(2) People Strategy.</p> <p>(3) Through the organisational changes as a result of the 39 organisational reviews underway.</p>	(1) Further reductions of agency staff except where essential.	Ongoing	Corporate Management Team

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
	(4) The Council committing to the Member Development Charter. (5) Continuous Professional Development. (6) Career Development.			
5.7 Ensure that customer focus is considered by Members and Officers in the delivery of services.	(1) Development of a draft Customer Service Strategy and Action Plan. (2) Customer focus features in job descriptions for the Chief Executive and 2 nd tier officers. (3) Inclusion of Policy and Performance Scrutiny Members in the development of the Customer Service Strategy. (4) Customer focus to be included in service reviews. (5) Customer focus is included in the Strategic Assessment of Risks and Challenges.	(1) Implementation of the final Customer Service Strategy and Action Plan. (2) Appraisals to include targets in improving customer service. (3) Continued Member involvement. (4) Consideration of review scopes to ensure customer focus.	Ongoing Ongoing Ongoing Ongoing	Corporate Management Team Cascaded from Corporate Management Team Head of ICT and Customer Services Head of ICT and Customer Services

6. PUBLIC ACCOUNTABILITY

Engaging with local people and other stakeholders to ensure robust public accountability.

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
6.1 Make clear to themselves, all staff and the community to whom they are accountable and for what.	(1) Through the Community Strategy (2) Through the Council's web site. (3) Through corporate and directorate publications and leaflets, including the Council's own newspaper "Your Council Your Community" delivered to 65,000 households and businesses.			
6.2 Consider those institutional stakeholders to whom the Authority is accountable and assess the effectiveness of the relationships and any changes required.	Through partnership working and particularly through the Local Strategic Partnership and its review.			
6.3 Produce an annual report on the activity of the scrutiny function.	The production of an Annual Report is a requirement of the Constitution and has been complied with on an annual basis since 2003 when a report was made for 2002.	Continue to produce an Annual Report and develop ways of using it as a tool to raise the profile of Overview & Scrutiny both within the Council and the County as a whole.	Ongoing	Governance & Democracy Manager and Team Leader – Member Engagement
6.4 Effective internal and external communication covering workforce information, public information and promotion, media relations, consultation and engagement.	(1) Continue to deliver actions set out in the 2006-08. Communication Strategy which was approved by the Council's Executive in November 2006 and which sets out the five key areas of internal and external communication for the Council, namely workforce communication, media relations, public information and promotion, consultation and corporate identity.	Keep Strategy under Review in line with Council Plan	Ongoing	Corporate Communications Manager

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
6.5 Hold meetings in public unless there are good reasons for confidentiality.	Meetings are seldom held in private and only when the public interest test set out in the Access to Information Rules has determined that the balance is in favour of a matter being discussed in private.			
6.6 Ensure that arrangements are in place to enable the Authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands. Consultation and engagement regarding Equalities issues e.g. DES Core Group.	(1) The development and implementation of a Consultation and Engagement Framework and Guidelines/Policy document. (2) Undertaking Biennial Residents Surveys, the latest being completed summer 2009, the outcomes of which will assist in formulating corporate aims and objectives based on the views of residents. (3) Undertaking biennial surveys with strategic partners/ stakeholders. (4) Community Strategy review stakeholder analysis identified stakeholders. (5) The relevance of the communication, feedback, involvement and engagement is determined at the start of processes.	Develop and implement policy document	Ongoing	Corporate Communications Manager
6.7 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about, including a feedback mechanism for those consultees to demonstrate what has changed as a result.	(1) The development and implementation of a Consultation and Engagement Framework and Guidelines/Policy document. (2) Undertaking Biennial Residents Surveys, the latest being completed summer 2009, the outcomes of which will assist in formulating corporate aims and objectives based on the views of residents. (3) The development of a new risk assessment approach. (4) Undertaking biennial surveys with strategic partners/ stakeholders. (5) Continue to deliver actions set out in the 2006-08.	Develop and implement policy document Keep Strategy under Review in line with Council Plan		Corporate Communications Manager

Requirements	How this has been achieved so far	Action Points	Date	Lead Role
6.8 On an annual basis, publish a performance plan giving information on the Authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.	<p>(1) The Annual Performance Report provides a summary of overall Council performance including achievements and financial efficiencies.</p> <p>(2) The development of a new Council Governance Plan.</p> <p>(3) Statement of Accounts – annual financial statements audit 2006/07 – Auditor opinion : <i>"The accounting statements present fairly, in accordance with relevant legal and regulatory requirements and the Statement of Recommended Practice on Local Government Accounting in the United Kingdom 2006, the financial position of Flintshire County Council and its Group as at 31st March 2007 and its income and expenditure for the year then ended"</i></p> <p>(3) Publication of Council Plan and Annual Performance Report (the Council's Improvement Plan) – in Wales; not the Performance Plan)</p>	<p>2) Adoption of new Council Governance Plan</p> <p>(3) Annual Performance Report</p>	<p>June 2010</p> <p>31 Oct 2010</p>	<p>Chief Executive/ Corporate Management Team supported by Policy Performance & Partnerships Manager</p>
6.9 Ensure that the Authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	<p>(1) The Council's values include those of openness and transparency. This requirement is enshrined in the Constitution and the Access to Information Rules.</p> <p>(2) All formal meetings are open to the public.</p> <p>(3) Ombudsman reports are published.</p> <p>(4) Each Directorate has a Freedom of Information Officer.</p> <p>(5) Freedom of Information statistics collaged, analysed and published on the web on a quarterly basis.</p> <p>(6) Council's website and Infonet are used for providing information.</p> <p>(7) Communications strategy in place.</p>	<p>(5) Publishing these statistics on the web is due to come in during March</p>		
6.10 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	<p>(1) Organisational Change Policy being developed.</p> <p>(2) Meetings with Flintshire Joint Trade Union Council.</p> <p>(3) Meetings of Joint Consultative Committee.</p> <p>(4) Every major project is required to incorporate a Communications Strategy.</p> <p>(5) HR Policies are consulted upon. HR Policy Consultation Framework introduced. Focus groups and use of infonet/ questionnaires to consult with employees directly not just through representatives.e.g. People Strategy, Attendance Management and other ER policies.</p>	<p>Adopt an Organisation Change Policy to incorporate a Staff Consultation Policy</p>	<p>July 2010</p>	<p>Head of HR & OD</p>