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Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraidaidd



To: ALL MEMBERS OF THE COUNCIL

CS/NG

19 October 2012

Ceri Owen 01352 702350
ceri.owen@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **FLINTSHIRE COUNTY COUNCIL** will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 25TH OCTOBER, 2012** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

To receive any declarations of interests from Members.

3 **COUNCIL MINUTES** (Pages 1 - 18)

To confirm as a correct record the minutes of the meetings held on 11 and 25 September, 2012.

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

The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

4 **NOTICE OF MOTION**

The following Notice of Motion has been received from Councillor R.C. Bithell:-

“Given the continuing problem being experienced by Flintshire residents with dog fouling and litter, this Council calls upon Officers to consider the employment of an enforcement company to enforce our regulations regarding these issues”.

5 **QUESTIONS**

To note the answers to any questions submitted in accordance with County Council Standing Order No. 9.4(A).

6 **FLINTSHIRE COUNTY COUNCIL'S RESPONSE TO THE BETSI CADWALADR UNIVERSITY HEALTH BOARD (BCUHB) REVIEW** (Pages 19 - 56)

Joint report of the Chief Executive and Director of Community Services.

Please note: due to the late submission of information from the BCUHB, Appendix 1 of the report, detailing Flintshire County Council's formal response to the consultation, will be circulated under separate cover before the meeting.

7 **IMPROVEMENT PLAN 2012 -2017** (Pages 57 - 100)

Report of the Chief Executive enclosed.

8 **ANNUAL PERFORMANCE REPORT 2011/12** (Pages 101 - 208)

Report of the Chief Executive enclosed.

9 **PROTOCOL ON THE PRODUCTION OF COUNCILLOR NEWSLETTERS** (Pages 209 - 216)

Report of the Head of Legal and Democratic Services enclosed.

FLINTSHIRE COUNTY COUNCIL
11 SEPTEMBER, 2012

Minutes of the Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday 11 September, 2012

PRESENT: Councillor A. Minshull (Chair)

Councillors: J.B. Attridge, G. Banks, G.H. Bateman, M. Bateman, R.C. Bithell, A. Bragg, H. Brown, C.S. Carver, P.J. Curtis, R. Davies, A. Davies-Cooke, R. Dolphin, I. Dunbar, B. Dunn, D. Evans, E.F. Evans, J.E. Falshaw, V. Gay, R.J.T. Guest, A.M. Halford, R.G. Hampson, P.G. Heesom, C. Hinds, R. Hughes, H.D. Hutchinson, H.T. Isherwood, J. Johnson, R. Johnson, C.M. Jones, R.K. Jones, R.B. Jones, S. Jones, C. Legg, P. Lightfoot, B. Lloyd, R. Lloyd, R.P. Macfarlane, D.I. Mackie, N.M. Matthews, H.J. McGuill, W. Mullin, T. Newhouse, M.J. Peers, M.A. Reece, I.B. Roberts, L.A. Sharps, A.P. Shotton, P. Shotton, I. Smith, N.R. Steele-Mortimer, C.A. Thomas, W.O. Thomas, S. Williams, D.E. Wisinger and M.G. Wright

APOLOGIES:

Councillors: L.A. Aldridge, D.L. Cox, A.G. Diskin, G.D. Diskin, C.J. Dolphin, C.A. Ellis, G. Hardcastle, M. Lowe, N. Phillips, H.G. Roberts, D.T. Williams and A. Woolley

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Democracy and Governance Manager, Member Engagement Manager and Committee Officer

Prior to the start of the meeting the Chair welcomed Councillor E.F. Evans to the meeting, who had been absent due to ill health.

45. PUBLIC QUESTION TIME

The Head of Legal and Democratic Services confirmed that no questions had been received.

46. DECLARATIONS OF INTEREST

The following Members declared a personal interest in agenda item number 10: Consultation on Independent Remuneration Panel for Wales draft Annual Report:-

Councillors: J.B. Attridge, G. Banks, G.H. Bateman, M. Bateman, R.C. Bithell, A. Bragg, H. Brown, C.S. Carver, P.J. Curtis, R. Davies, A. Davies-Cooke, R. Dolphin, I. Dunbar, B. Dunn, D. Evans, E.F. Evans, J.E. Falshaw, V. Gay, R.J.T. Guest, A.M. Halford, R.G. Hampson, P.G. Heesom, C. Hinds, R. Hughes, H.D. Hutchinson, H.T. Isherwood, J. Johnson, R. Johnson, C.M. Jones, R.K. Jones, R.B. Jones, S. Jones, C. Legg, P. Lightfoot, B. Lloyd, R. Lloyd, R.P. Macfarlane, D.I. Mackie, N.M. Matthews, H.J. McGuill, A. Minshull,

W. Mullin, T. Newhouse, M.J. Peers, M.A. Reece, I.B. Roberts, L.A. Sharps, A.P. Shotton, P. Shotton, I. Smith, N.R. Steele-Mortimer, C.A. Thomas, W.O. Thomas, S. Williams, D.E. Wisinger and M.G. Wright

47. COUNCIL MINUTES

The minutes of the meeting of Flintshire County Council held on 17 July, 2012 had been circulated with the agenda.

Accuracy

The Head of Legal and Democratic Services commented that the word 'Modernisation' had been spelt incorrectly on page 9 of the minutes.

Matters arising

Councillor A. Halford commented on page 7 of the minutes and asked what progress was being made by the Cabinet to address the concerns around the use of temporary classrooms. Councillor A.P. Shotton, Leader of the Council said that a workshop for all Members would be held to consider the Capital Programme prior to a draft report being submitted to Cabinet in December, 2012.

RESOLVED:

That subject to the amendment listed above, the minutes be approved as a correct record and signed by the Chair.

48. CHAIR'S COMMUNICATIONS

The Chair explained that details of her communications would be made available in the Members room.

She congratulated Jade Jones for her achievement of winning a Gold Medal at the 2012 Olympics and Bev Jones for her achievement of winning a Bronze Medal at the 2012 Paralympics. She had attended a civic reception at Flint for Jade Jones on 25 August, 2012 and thanked Flint Town Council and Flintshire County Council for organising such a wonderful event.

Councillor I.B. Roberts also commented on the event at Flint and thanked the Chief Executive, Gill Watkins, Barbara Milne, Mark Edwards, John Williams, the Streetscene Team and Flintshire Catering Team for the work they had undertaken during the event. He also thanked the Leader and Deputy Leader of the Council for their commitment to re-naming Flint Pavilion in honour of Jade Jones.

The Chief Executive confirmed that Jade Jones, Bev Jones and her fellow Paralympic teammates from Flintshire would be invited to a civic function at County Hall during September/October 2012.

49. PETITIONS

Councillor R.C. Bithell submitted a petition to request the removal of the traffic island/refuge on the A5119 at the junction to Bryn Awelon, Mold.

50. NOTICE OF MOTION

The following Notice of motion had been received from Councillors: C.A. Ellis, G.H. Bateman, M. Bateman, H. Brown, G. Hardcastle, and L.A. Sharps:-

In view of the:-

- a) Proposals from Betsi Cadwaladr Health Board currently out for consultation on health care in North Wales.
- b) The impact on Flintshire residents of those proposals and in particular the proposed changes to arrangements at Glan Clwyd, Mold and Flint Hospitals, together with the repatriation of services into Wales from Countess of Chester and other hospitals in England.
- c) The increasing concerns about the proposals from Flintshire residents.

The signatories to this Notice of Motion encourage all Members to attend the special meeting of the Social & Health Overview & Scrutiny Committee at 11.00 am on the 19 September 2012 when it will be considering the consultation proposals.

Prior to discussion of the notice of motion, the Chief Executive clarified that the Social & Health Overview & Scrutiny Committee meeting would be held at 10.00 a.m. on the 19 September, 2012.

In speaking to the Motion, Councillor L.A. Sharps raised a number of concerns around the proposals from Betsi Cadwaladr Health Board in particular the proposed changes to arrangements at Mold and Flint Hospitals and the repatriation of services into Wales from England and the impact the changes would have on Flintshire residents. He thanked the Chief Executive for arranging the special meeting of the Social and Health Overview and Scrutiny Committee and encouraged all Members to attend but raised concern that Members had been asked to give advance notice of questions they wanted to raise during the special meeting.

Councillor A.P. Shotton, Leader of the Council spoke in support of the Motion and provided details of the actions the Council had taken since the publication of the proposed changes. Together with the Chief Executive, he had attended a meeting with Betsi Cadwaladr Health Board officers to raise concerns around the consultation process which restricted Flintshire residents from attending public meetings. He said that this would not be conducive to a positive outcome.

A number of Members outlined their concerns on the public consultation process and proposed changes at Mold and Flint Hospitals. Councillor I.B. Roberts asked if land had been allocated for a proposed primary health centre in Flint as part of the Flint Town redevelopment.

The Chief Executive explained that there currently had been no specific allocation of land. During the early stages of the creation of primary health centres in Connah's Quay, Mold and Buckley, Betsi Cadwaladr Health Board had been invited to a discussion around the creation of a future primary health care facility in Flint. There was the opportunity to develop this further and identify possible sites not only in the ownership of the Council.

Councillor Roberts raised concerns around the particular areas of concern outlined in a letter to Betsi Cadwaladr Health Board which he said did not mention why the Board were proposing to move the health facility in Flint. He asked that this area of concern be reworded prior to the special Social and Health Care Overview and Scrutiny Committee meeting. The Chief Executive explained that a letter had been sent to the Board outlining the particular areas of concern. The Board had also been instructed to give a detailed presentation at the special Social and Health Overview and Scrutiny Committee meeting. He commented that additional questions, not submitted prior to the special meeting, would be addressed by representatives of the Board.

RESOLVED:

That all Members be encouraged to attend the special meeting of the Social & Health Overview & Scrutiny Committee on the 19 September 2012 when it will be considering the consultation proposals.

51. QUESTIONS

The following question had been received from Councillor N. Steele-Mortimer:-

'What Plans does the Council have for dealing with the infestation of Ragwort along the A55 and the County road network generally? I note that it has even spread to the grounds of County Hall itself'.

A response to the question had been provided by Councillor J.B. Attridge a copy of which had been circulated to all Members at the start of the meeting.

Councillor Steele-Mortimer was given the opportunity to ask a supplementary question and he asked Councillor Attridge if he would give a commitment to dealing pro-actively with the infestation of Ragwort in the future. Councillor Attridge explained that the process for dealing with the infestation of Ragwort had not changed in the last four years and explained the steps he was personally willing to take.

52. PRIDE OF FLINTSHIRE AWARDS

The Chief Executive welcomed Cheryl Ozbilien, Independent Reviewing Officer to the meeting. She gave a detailed presentation on the Safeguarding Unit and Corporate Parenting which covered the following areas:-

- Working in partnership with multi-agency staff and Managers
- Involving Flintshire Young People
- Pride of Flintshire Awards 2012
- 'Access to Action'

Members thanked the Independent Reviewing Officer for the presentation. Councillor H.G. McGuill asked all Members to donate money towards the Pride of Flintshire Awards which would be held in October 2012. Councillor R.C. Bithell outlined the important role Members held as Corporate Parents and commented on the Pride of Flintshire Awards which celebrated the achievement of looked after children.

RESOLVED:

That the presentation be noted.

53. CONSULTATION ON INDEPENDENT REMUNERATION PANEL FOR WALES DRAFT ANNUAL REPORT

The Democracy and Governance Manager introduced a report to enable the Council to determine its response to consultation by the Independent Remuneration Panel for Wales (IRPW) on its draft annual report. Attached at Appendix 1 to the report was a proposed draft response to the consultation which included the following points:-

- concern that despite proposals requiring payment of so called senior salaries to certain posts there was no proposed increase in the number of Members eligible;
- advocating a return to annual payments for co-optees; and
- seeking to retain the discretion to pay less than 45p a mile travel allowance.

Councillor W. Mullin thanked the Democracy and Governance Manager for preparing the draft response on behalf of Members and proposed that the County Council approve the draft response to the consultation and support the need for meeting with the IRPW. Councillor A.P. Shotton seconded the proposal and explained that a meeting would be requested with the IRPW to explain in more detail specific Flintshire circumstances, such as, the Panel's previous decision to grant Flintshire County Council approval to pay a special responsibility allowance to the Chair of the Clwyd Pension Fund, yet this had not been taken into account in capping the number of Members that could receive such payments.

RESOLVED:

- (a) That the draft response to the consultation, as shown in Appendix 1 of the report, be approved; and
- (b) That the Council request a meeting with the IRPW.

54. LOCAL GOVERNMENT BOUNDARY COMMISSION FOR WALES COUNCIL SIZE POLICY CONSULTATION PAPER

The Chief Executive reported that during its meeting held on 17 July, 2012, County Council agreed to provide its response to the Consultation Paper. The Chair of the Local Government Boundary Commission for Wales had circulated a generic response to all Local Authorities to advise on the current situation concerning the Council size policy consultation paper. It was the intention of the Commission to consider the options arising from discussions with the Welsh Local Government Association (WLGA), and decide on further steps to take the matter forward. Copies of the Council response and Commission response were attached to the agenda for Member's information.

RESOLVED:

That the update be noted.

55. APPOINTMENT OF TOWN & COMMUNITY REPRESENTATIVE

The Head of Legal and Democratic Services introduced a report to enable the County Council to select a representative from the Town and Community Councils to serve on the Standards Committee and to amend the process for appointing such representatives to enable future interviews to be carried out by the Chair of the Council, the Chair of the Standards Committee and the Monitoring Officer. A copy of the revised procedure was attached at Appendix 2 of the report. Following a letter being sent to Town and Community Councils seeking nominations, 6 applicants were interviewed on 28 August, 2012 by the:-

- Retiring Member of the Standards Committee representing Town and Community Councils;
- The Chair of the Council; and
- The Chairman of the Standards Committee of a neighbouring authority.

Following the interviews, the preferred candidate was Mr. Jonathan Duggan-Keen, currently serving as a Caerwys Town Councillor.

Councillor M.J. Peers suggested that the words 'not actively participate in local or national politics' be removed in future letters to Town and Community Clerks seeking nominations for the Standards Committee. He also proposed the following amendments to the Standards Committee recruitment process:-

- That the panel interviewing the short listed candidates be called the Recruitment Panel;
- That the process should state that the Monitoring Officer would notify Town and Community Councils of the preferred candidate; and
- That the procedure should include that the recommendation of the Standards Committee will be reported to Council as well as the name of the preferred candidate.

Councillor R.J.T. Guest said that the word 'discrete' be amended to 'discreet' in the letter seeking nominations from Town and Community Councils.

RESOLVED:

- (a) That Mr Jonathan Duggan-Keen be appointed to the Standards Committee;
- (b) That Mrs Diane Johnson be thanked and reimbursed for her service on the Standards Committee and in the recruitment of her successor;
- (c) That the Chair of the Standards Committee from Wrexham County Borough Council be thanked and reimbursed for his involvement in recruiting the Town/Community representative;
- (d) That the letter seeking future nominations from Town and Community Councils be amended accordingly; and
- (e) That the Standards Committee recruitment procedure, as set out in Appendix 2 of the report, be approved subject to the amendments listed above.

56. ELECTED MEMBER SURVEY

The Democracy and Governance Manager introduced a report to enable County Council to consider the results of the survey of elected Members undertaken during June, 2012. Members were asked to consider the following suggestions, as detailed in the report:-

- The preference for when different types of meetings should be held;
- The number of committees that Members believe it was practical for them to serve upon and whether there should be any limit; and
- The despatch of committee agendas.

Councillor A.P. Shotton, Leader of the Council thanked the Democracy and Governance Manager for compiling the results of the Member survey. He proposed the following:-

- The times committee meetings be held remain unaltered and be reviewed prior to the submission of the Diary of Meetings 2013/14;
- That any limit on the number of Committees a Member serves on be left to individual Group Leaders; and
- That the despatch of committee agendas be carried out in line with the wishes of individual Members.

Councillor C.S. Carver suggested that the questions detailed in the survey be reviewed when carrying out a further survey to ensure that the alternative answers would produce a majority decision. Councillor A.P. Shotton thanked Councillor Carver for his suggestion and said that this would be taken on board.

In response to a question on electronic devices, the Head of Legal and Democratic Services reported that the Head of ICT and Customer Services was leading the project to identify a suitable electronic device for Members and he would ask him to provide a progress report to be circulated to all Members.

RESOLVED:

- (a) That the times committee meetings be held remain unaltered and be reviewed prior to the submission of the Diary of Meetings 2013/14;
- (b) That any limit on the number of Committees a Member serves on be left to individual Group Leaders; and
- (c) That the despatch of committee agendas be carried out in line with the wishes of individual Members.

57. MEMBER DEVELOPMENT CHAMPION

The Head of Legal and Democratic Services introduced a report to enable the County Council to consider a recommendation from the Democratic Services Committee that its Chairman be appointed Member Development Champion.

Councillor R.C. Bithell proposed that Councillor R.J.T. Guest, Chairman of the Democratic Services Committee be appointed Member Development Champion. The proposal was seconded by Councillor W. Mullin.

RESOLVED:

That Councillor R.J.T. Guest, Chairman of the Democratic Services Committee be appointed Member Development Champion, pursuant to paragraph 2.20 of the statutory guidance on the Local Government (Wales) Measure 2011.

58. SCHOOL MODERNISATION UPDATE

The Chief Executive and Director of Lifelong Learning provided a verbal update on the School Modernisation Area Reviews, detailing the proposed timetable for the forthcoming consultation events.

Following approval of the preferred options for further consultation on 17 July, 2012 work had commenced in order to progress the consultation process with schools during the autumn term. Work was also progressing on the creation of a corporate business case for future investment for schools together with the continued amalgamation of a number of primary schools across the County. It was anticipated that a decision could be made by the summer of 2013 with the proposals being fully implemented by September 2015 at the earliest.

The Director of Lifelong Learning asked Members to contact him following the meeting with any suggestions on the arrangements for the forthcoming consultation events.

RESOLVED:

That the update be noted.

59. DURATION OF MEETING

The meeting commenced at 2.00 p.m. and ended at 3.50 p.m.

60. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

There were three members of the press present.

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Chair

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FLINTSHIRE COUNTY COUNCIL
25 SEPTEMBER, 2012

Minutes of the Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday 25 September, 2012

PRESENT: Councillor A. Minshull (Chair)

Councillors: L.A. Aldridge, J.B. Attridge, G. Banks, G.H. Bateman, M. Bateman, R.C. Bithell, A. Bragg, H. Brown, C.S. Carver, D.L. Cox, R. Davies, A. Davies-Cooke, A.G. Diskin, R. Dolphin, C.A. Ellis, D. Evans, E.F. Evans, J.E. Falshaw, V. Gay, R.J.T. Guest, A.M. Halford, R.G. Hampson, G. Hardcastle, C. Hinds, H.T. Howorth, R. Hughes, H.D. Hutchinson, H.T. Isherwood, C.M. Jones, R.K. Jones, R.B. Jones, S. Jones, R. Lloyd, M. Lowe, R.P. Macfarlane, D.I. Mackie, N.M. Matthews, H.J. McGuill, W. Mullin, M.J. Peers, N. Phillips, M.A. Reece, I.B. Roberts, A.P. Shotton, P. Shotton, I. Smith, N.R. Steele-Mortimer, C.A. Thomas, W.O. Thomas, D.E. Wisinger and A. Woolley

APOLOGIES:

Chief Executive and Councillors: D. Butler, P.J. Curtis, G.D. Diskin, C.J. Dolphin, I. Dunbar, P.G. Heesom, J. Johnson, R. Johnson, C. Legg, P. Lightfoot, B. Lloyd, H.G. Roberts, L.A. Sharps, D.T. Williams, S. Williams and M.G. Wright

IN ATTENDANCE:

Director of Environment, Director of Lifelong Learning, Director of Community Services, Head of Finance, Democracy and Governance Manager, Planning Strategy Manager, Member Engagement Manager and Committee Officers

Ms. Amanda Hughes and Mr. John Herniman of Wales Audit Office for minute number 71

61. PRESENTATIONS

The Chair welcomed Jade Jones, Bev Jones, Amy Brierly and Scott Robertson to the Council Chamber. She congratulated them on their recent achievements at the Olympic and Paralympics games and how proud the residents of Flintshire had been with regard to their achievements. She commented on the Gold Medal won by Jade Jones in Taekwondo at the Olympic Games and the Bronze Medal won by Bev Jones in Discus at the Paralympics Games. She said that it had been an honour to have met each of the athletes and wished them all well in the future.

Councillor A.P. Shotton, Leader of the Council also congratulated the athletes on their achievements and for taking part in one of the most successful Olympic Games. He commented on the careers of Scott Robertson and Bev Jones, the achievement of Jade Jones, which would be marked with the re-naming of the Flint Pavilion in due course and the achievement of Amy Brierly. He said that he would be following the progress

of each of the athletes in the future and said that all Members were proud of them.

A number of Members congratulated the athletes and their families and commented on their achievements prior to and during the Olympic and Paralympics Games. All Members said that they were proud of what the athletes had done for Flintshire and said that they would continue to follow their progress in the future.

The Chair presented a plaque and bouquet of flowers to each of the athletes. Following the presentation there was a 10 minute adjournment to allow for photographs to be taken.

Following the adjournment the meeting resumed at 3.20 p.m.

62. PUBLIC QUESTION TIME

The Democracy and Governance Manager confirmed that no questions had been received.

63. DECLARATIONS OF INTEREST

The following Members declared a personal interest in agenda item number 12: Clwyd Pension Fund Update:-

Councillors: J.B. Attridge, R.C. Bithell, A. Bragg, C.A. Ellis, D. Evans, E.F. Evans, C. Hinds, R.K. Jones, S. Jones, N.M. Matthews, H.J. McGuill, A.P. Shotton, I. Smith and W.O. Thomas

Councillor R.C. Bithell declared a personal interest in agenda item number 7: Notice of Motion. Councillor R.J.T. Guest had given notice of a similar interest and had left the meeting following minute 61.

64. CHAIR'S COMMUNICATIONS

The Chair explained that details of her communications had not been made available to Members as the previous County Council meeting had recently been held on 11 September, 2012.

65. PETITIONS

Councillor R. Dolphin submitted a petition against the eviction of a resident at Trinity Road, Greenfield.

Councillor H.T. Howorth submitted a petition regarding the conditions of Plas Pen Y Glyn, Flint Mountain.

Councillor J.B. Attridge asked that his thanks be passed to the Streetscene Team who had been working tirelessly during the recent bad weather ensuring the safety of the residents of Flintshire. His comments were

echoed by a number of Members who praised the efforts of the teams who had been helpful and courteous.

66. NOTICE OF MOTION

The following Notice of motion had been received from Councillor A. Woolley:-

'That this Council should recommend to the Executive Committee that the Executive Committee should grant the Board of Trustees of the Daniel Owen Community Centre Association, a new 25 year Lease on the Daniel Owen Centre Building that they presently occupy, in order that they may themselves take steps to secure available funding for necessary improvements to the buildings and facilities within it, so as to better secure the future of the building and the several and varied community supportive activities that are provided on a daily basis at and within the Centre.'

In speaking to his motion, Councillor Woolley commented on the varied community supportive activities that were provided on a daily basis at and within the Centre. He asked that Members support the motion to enable the Daniel Owen Community Centre Association to access available funding to make necessary improvements. This was seconded by Councillor H.T. Isherwood who also spoke in support of the motion.

Councillor A.P. Shotton, Leader of the Council spoke in support of the motion and said that he was aware of many organisations who in recent years had been seeking the support of the Council in order to secure available funding for necessary improvements; therefore he had requested a report on Community Asset Transfers which would be presented to Cabinet on 16 October, 2012. The report would detail ways in which the Council could be pro-active and ensure appropriate policies were in place to deal with future requests. Councillor J.B. Attridge supported these comments and said that together with the Leader of the Council he had visited the Daniel Owen Centre to see first hand the varied community support within the centre.

Councillor R.B. Bithell said that he had been a member of the Daniel Owen Community Centre Association for 16 years and thanked Councillor Woolley for bringing the motion to the Council. He outlined a number of improvements which were necessary at the centre and looked forward to the report to be presented to Cabinet in October, 2012.

Councillor Woolley, in summing up, thanked the Leader of the Council for his comments and said that the report to be presented to Cabinet would assist many organisations in the future.

RESOLVED:

That the Council recommend to the Executive that the Executive should grant the Board of Trustees of the Daniel Owen Community Centre Association, a new 25 year Lease on the Daniel Owen Centre Building that they presently

occupy, in order that they may themselves take steps to secure available funding for necessary improvements to the buildings and facilities within it, so as to better secure the future of the building and the several and varied community supportive activities that are provided on a daily basis at and within the Centre.'

67. QUESTIONS

The Democracy and Governance Manager confirmed that no questions had been received.

68. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Democracy and Governance Manager confirmed that no questions had been received.

69. CHANGE IN ORDER OF BUSINESS

The Chair announced that there would be a change to the order of business and that agenda item number 11 would be considered before agenda item number 10 at the request of the representatives from the Wales Audit Office.

70. ANNUAL GOVERNANCE STATEMENT

The Democracy and Governance Manager introduced the Annual Governance Statement (AGS) and explained that the preparation of the draft AGS had been co-ordinated by the Corporate Governance Working Group who had reported to the Chief Executive, the Section 151 Officer and the Monitoring Officer on its work. Details of the core membership of the Corporate Governance Working Group were provided in Appendix 1 of the report.

The Democracy and Governance Manager drew Members attention to pages 113 to 127 of the agenda which detailed the Annual Governance Statement part of the Statement of Accounts 2011/12.

Councillor R.C. Bithell suggested that a bullet point be added before the words 'Planning Protocol Working Group' at the bottom of page 120 of the agenda. The Head of Finance confirmed that this amendment would be carried out following the meeting.

Councillor W. Mullin proposed that the County Council approve the Annual Governance Statement and this was seconded by Councillor J.B. Attridge.

RESOLVED:

That the Annual Governance Statement be approved.

71. STATEMENT OF ACCOUNTS 2011/12

The Head of Finance introduced the Statement of Accounts 2011/12, together with the Wales Audit Office (WAO) reports in connection with the audit of the 2011/12 financial statements for Flintshire County Council and the Clwyd Pension Fund.

The Director of Environment introduced Mr. John Herniman and Ms. Amanda Hughes of the Wales Audit Office to the meeting.

Mr. Herniman confirmed that there were no further issues, additional to the report, which needed to be brought to the attention of Members. He advised that although an unqualified opinion would be issued, a query on Communities First had been raised by a member of the public and as a result the audit closure certificate could not be issued until the query had been reviewed. He explained that there had been a long and detailed consideration of this agenda item at the Audit Committee earlier in the day. Members attentions were drawn to the following areas of the report:-

- Uncorrected and corrected misstatements
- A new fixed asset software system
- Style and format of the Statements of Accounts 2011/12
- Pension contributions on equal pay settlements
- Members declaring related party interests

The Head of Finance said that the points raised by the WOA had been accepted by management and would be dealt with accordingly in future years.

Councillor A.M. Halford, as Chair of the Audit Committee, proposed that the County Council approve the recommendations as set out within the report. In seconding this proposal, Councillor C.S. Carver commented on the ten Members who had failed to submit details of related party transactions and asked if they were being chased for this information. He also asked for clarification and a breakdown on the transactions with Anglesey County Council as detailed in the report and also for details on the officer who had been placed in the remuneration band £160,000 - £164,000.

The Head of Finance explained that the table for officers' remuneration included details of consultants who had been employed for a short period of time but if they had been employed over a 12 month period their salary would have amounted to between £160,000 and £164,000. This was not the amount that was paid to the consultant. She also explained that there was a 'chasing up' system in place to chase Members for details of related party transactions but this would be improved in the future.

Councillor A.P. Shotton, Leader of the Council explained that there were a number of transactions between the Council and other North Wales Authorities. The reason the transactions for Anglesey County Council had been included in the Statement of Accounts was because one of the Commissioners was a Flintshire County Council Member. Councillor L.A.

Aldridge raised concern around the wording of this information and asked that it be made clear that the transaction did not relate to his salary as one of the Commissioners. The Head of Finance apologised for the confusion and confirmed that this paragraph would be reworded.

In response to a question on the Clwyd Pension Fund Accounts, the Head of Finance confirmed that she would provide Members with further information on the impact the reduced yields and inflation expectations would have on the Clwyd Pension Fund liabilities, in particular the impact on schools, following the meeting.

In response to a question on exit packages and rent arrears, the Head of Finance said that a further breakdown of the total cost attributed to exit packages could be provided to Members following the meeting. Rent arrears would continue to be considered and monitored by the Housing Overview and Scrutiny Committee.

Councillor Halford, in summing up, commented on the work of the Audit Committee and confirmed that a number of issues raised by the Committee would continue to be considered and monitored. She thanked the Members of the Committee for their hard work and also the lay-member, Mr. Paul Williams for his contribution during the meetings. She suggested that the definition of an officer be made clearer within the Statement of Accounts and this suggestion was supported by Members.

RESOLVED:

- (a) That the final Statement of Accounts for 2011/12 be approved;
- (b) That the Letter of Representation – Flintshire County Council be approved;
- (c) That the Letter of Representation – Clwyd Pension Fund be approved;
- (d) That the wording of the paragraph relating to transactions with Anglesey County Council be amended as discussed; and
- (e) That the definition of an officer be made clearer within the Statement of Accounts 2011/12.

72. CLWYD PENSION FUND UPDATE

The Head of Finance introduced an update on the following issues relating to the Clwyd Pension Fund:-

- Local Government Pension Scheme (LGPS) 2012
- Auto-enrolment
- Welsh Pension Fund collaboration
- Financial Update
- Medium Term Plan

Councillor A.G. Diskin thanked the Head of Finance and Head of Pensions and Funds for preparing the report and proposed that the County Council note the update. This was seconded by Councillor G.H. Bateman.

Councillor W.O. Thomas asked if consideration had been given to collaborating with neighbouring Local Authorities. The Head of Finance explained that Pension Officers from across the eight Welsh Pension Funds were contributing to the Outline Business Case which would provide details on the optimal number of LGPS funds in Wales and the most appropriate organisational structure. A further update would be provided to Members in due course.

RESOLVED:

That the update be noted.

73. SYCHDYN DEVELOPMENT BRIEF

The Planning Strategy Manager introduced the Supplementary Planning Guidance (SPG) relating to a development brief for the UPD housing allocation HSG1(38) Former Sewage Works, Wats Dyke Way, now renamed Land off Ffordd Eldon, Sychdyn.

The SPG had been drafted in consultation with Councillor M. Bateman as the Local Member and in line with the advice of the Welsh Government (WG). The representations received on the brief during the consultation and the responses were shown as appendices to the guidance attached to the report.

Councillor J.B. Attridge proposed that the County Council support the recommendations as detailed within the report and this was seconded by Councillor R.C. Bithell.

In response to a question on the density of the development, the Planning Strategy Manager explained that the within the community there was a perceived need for bungalows in order for local persons to downsize therefore the density outlined within the SPG would be used as a guide when considering future applications on this site.

Councillor M. Bateman thanked the Planning Strategy Manager and his team for the work they had undertaken in developing the SPG and for taking on board the comments of residents during the consultation process.

RESOLVED:

- (a) That the Council approve the Supplementary Planning Guidance shown in Appendix 1 of the report, relating to guidance for the development of UDP housing allocation HSG1(38) Land off Ffordd

Eldon, as Supplementary Guidance for use as a material planning consideration in determining planning applications; and

- (b) That the Council give the Director of Environment delegated authority, following consultation with the Cabinet Member for Environment, to format (and where necessary typographically correct) the wording of the Supplementary Planning Guidance into the appropriate house style for subsequent publication.

74. DURATION OF MEETING

The meeting commenced at 2.30 p.m. and ended at 4.33 p.m.

75. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

There were five members of the press and ten members of the public present.

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Chair

FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL

DATE: THURSDAY, 25 OCTOBER 2012

REPORT BY: CHIEF EXECUTIVE AND DIRECTOR OF COMMUNITY SERVICES

SUBJECT: FLINTSHIRE COUNTY COUNCIL'S RESPONSE TO THE BETSI CADWALADR UNIVERSITY HEALTH BOARD (BCUHB) REVIEW

1.00 PURPOSE OF REPORT

1.01 This report outlines a suggested formal response to the consultation on proposed health service changes in North Wales, for Council to consider, with a clear focus on how it affects Flintshire residents.

2.00 BACKGROUND

2.01 BCUHB are consulting on a range of proposals to change service in North Wales. The consultation period is from the 20th August 2012 to 28th October 2012 during which time representatives of BCUHB have held nine consultation sessions in Flintshire for the public, three in Connah's Quay, three in Flint and three in Mold. Due to the strong concerns of Members of the Council, BCUHB were requested to attend a special session of Social and Health Care Overview and Scrutiny committee.

2.02 There was a Flintshire County Council officer present at all 9 Flintshire consultations sessions, to ensure the views of the public were comprehensively recorded, to inform this response. A summary of these comments is included in Appendix 2.

2.03 The key areas for consultation are:-

- Older People's Mental Health Services
- Neonatal Intensive Care
- Vascular and Major Arterial Services
- HealthCare Services where you live (Localities and Community Services)

3.00 CONSIDERATIONS

3.01 The suggested Flintshire County Council response will be set out in Appendix 1, which is not included in the papers, due to the lateness of the further information received from BCUHB.

4.00 RECOMMENDATIONS

- 4.01 That Council considers the draft response set out in Appendix 1 and grants delegated authority to the Chief Executive and Director of Community Services, following consultation with the Leader and Cabinet Member for Social Services to make amendments, to take account of Member's views and then submit it as the formal response to the consultation.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Based on the information available, the detailed implications of the proposals on the Council's budget are difficult to determine.

6.00 ANTI-POVERTY IMPACT

- 6.01 Not applicable to Flintshire County Council

7.00 ENVIRONMENTAL IMPACT

- 7.01 Not applicable to Flintshire County Council, although the proposals could generate further travel.

8.00 EQUALITIES IMPACT

- 8.01 BCUHB will be undertaking an Equality Impact Assessment.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Not applicable to Flintshire County Council

10.00 CONSULTATION REQUIRED

- 10.01 Not applicable to Flintshire County Council

11.00 CONSULTATION UNDERTAKEN

- 11.01 Extensive consultation has taken place including meetings with senior officers at BCUHB and attendance at all Locality Consultation Events. The views of individual Members and the collective view of the Special Scrutiny on the 19th September 2012 also informed the response.

12.00 APPENDICES

Appendix 1 – Flintshire County Council's response to the BCUHB Review (to be sent out prior to the meeting).
Appendix 2 – Consultation Events in Flintshire – Summary of Issues
Appendix 3 – Briefing Paper for Flintshire LA – October 2012
Appendix 4 – Supplementary Briefing Paper - Revenue Implications of Proposals related to Community, Localities and Older People's Mental Health

Appendix 5 – Supplementary Briefing Paper – Minor Injuries Units
Appendix 6 – Special Scrutiny – Healthcare in North Wales is Changing
190912 – Response to written questions
Appendix 7 – Special Scrutiny of Social and Health Overview &
Scrutiny Committee 190912 – Questions raised by Members during the
meeting
Appendix 8 – Letter from BCUHB to Carl Longland

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Contact Officer: Neil Ayling
Telephone: 01352 702500
Email: neil.j.ayling@flintshire.gov.uk

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Health Care in North Wales is Changing

Consultation Events in Flintshire

Summary of issues

(All sessions facilitated by independent chair. Part of programme of 45 consultations)

Consultation Session–Connah’s Quay. 4.9.12

Summary – key issues from the 3 sessions

- Timely transport in an emergency and transport generally
- Access to the Countess of Chester
- Need to manage the change - community services need to be in place before beds close; people need quick access to the equipment they need; funding needs to be in place to make new model sustainable. How quickly are services going to be up and running? Need for sustainable funding
- Support for early intervention re: dementia
- How are outcomes of consultation going to fit into the decision making process?
- Is consideration being given to the proposed developments of properties on the Northern Gateway development?
- Recruitment issues – are there any for older people with mental health?
- will there be job losses (no)
- Need for community services to be adequate – concern about adequate specialist equipment in place; health and social care to work together
- Need support for carers – more certainty about the model.

Consultation session Flint 18.9.12

Summary – key issues from the 3 sessions

- Arrowe Park.
 - How will parents deal with travelling to Arrow Park Hospital? Will NHS cover the cost?
 - Accommodation.
 - What happens if it is full?
 - Standard of Care at Arrowe Park – is it true that it does not meet the standards at Glan Clwyd?
 - If these proposals create a second rate service, good doctors will not want to work in North Wales.
- Strong concern that Holywell is the chosen site for a Hub when it is not the best placed centre. It is remote from Mold and Flint (at the edge of the County and has 6.000 people while Flint has 12.000 and Mold 9.000? Flint also has the oldest population of the three; feels second class.
- What happens after a 14 day package is over. Will people be assessed on their ability to pay for more services by the Council? Financial impact of changes on the Council?
- Very strong view that services need to be retained in Flint and the details of those services need to be provided. What priority is being given to the £4m investment in Flint; concern that it may never happen – (although 2016 is proposed date. Flint hospital would close when ECS developed)
A quote from the Daily Post, where a GP from Prestatyn has said that enhanced care at home costs more. Cost of Flint hospital is £924,000 pa

- (revenue), and that this money would be re-invested into enhanced care at home for the whole of Flintshire to the detriment of the people of Flint.
- GPs don't like home visits. How will you get them to participate?
 - Timely transport
 - Mental health- older people- request for more detail of plans for early diagnosis? What are GP's going to do to support neighbours of people with dementia? Not everyone has an informal carer.
 - Parking at Holywell and Glan Clwyd - will this need extending
 - Is it true that agency staff cost £30m.
 - Are the people of Flint guaranteed a bed at Holywell?
 - Concern about capacity in the system with examples given about ambulances queuing up at Glan Clwyd
 - Lack of details about services that can be expected from primary Care – how can people have an informed view?
 - Has a site for the Primary Care Unit been identified? Issue about free land previously offered by the County Council
 - Request for further meeting – people of Flint dissatisfied

Consultation Session Mold – 28th September

Summary – key issues from the 3 sessions

- Transport implications and emotional trauma of travel. What happens if people don't drive
- Travel to Arrow Park
- Transport – Mold is a transport hub (not for all). Need to further consider transport issues
- Fear of shunting costs to social care /informal carers
- Look after your staff – single staff members covering a large patch
- Older People Mental Health – if beds closed, who will reopen them for families who cannot cope in a crisis (– respite might be provided in independent sector; need to keep watching brief as aware of demographic changes)
- Assurances that Older People Mental health services will be funded from closures
- Strength of feeling with many reasons provided for Mold being a Hub as well as Deeside and Holywell. may consider changing Minor injuries from Deeside to Mold
- Treatment from physiotherapist for Parkinsons/ ankle injury in different hospital for same person.
- Concern about extra pressure at Maelor
- Where is the financial viability of this plan
- Arrowe Park - accommodation with no cost to parents; Standards of neonatal service at Arrowe park compared to national standards; explanation about Arrowe Park versus Alder Hey
- Assurance that blood tests and dressings would remain at Mold
- Welsh questions – should they be answered in Welsh out of courtesy? (2 questions)
- Challenge to the figures about Minor Injuries patients at Mold that will be a FOI request

Special Social and Health care Overview and Scrutiny Committee 19.10.12

- Concern at the lack of detailed information and business case leading to concern about the safety of the proposals for the people of Flintshire.
- Transport provision of £80,000 not adequate; residents cannot afford the transport.
- Is there commitment and confidence from GP's in this model? Quote from the press from a GP stating the closure of the Royal Alex has put intolerable pressure on beds at Glan Clwyd Hospital; also that Home Enhanced Care offers poor value for money, costs a small fortune and would not fill the gap left by shutting community hospitals
- Cross Border issues – assurances sought that services will be retained at the Countess of Chester, Broad Green and Gobowen hospital Concern about the proposed Neonatal and intensive care provision at Arrowe Park.
- Strong support to retain Mold Hospital for both X-ray and minor injury unit. Mold has good transport links and already has an established service. Willingness of Mold league of friends to fund raise for X ray equipment.
- Request for 3 hubs in Flintshire
- Support for retention of Community Hospitals, and in particular concern that the people of Flint have been let down very badly.
- A request for an update on the provision of a primary care centre for Flint taking into account the time frame of the provision in Buckley.
- Home Enhanced Care – concern about cost transfer to the Local Authority; what happens to patients after the 14 days, and what measures are being taken to address current shortages in the NHS.
- Concern that there was little reference to Choice.
- Concern about support for informal carers.
- Issue about land previously offered in Flint by the local authority
- Dementia services – clarity sought
- Concern that proposed savings to the NHS would result in additional costs to vulnerable people.

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BCUHB

'Healthcare in North Wales is Changing'

Briefing Paper for Flintshire LA – October 2012

Introduction

The following paper provides an update to some of the key issues and queries raised from the Council during the consultation on 'Healthcare in North Wales is Changing'. Given the Council's specific interest in the community services component of the consultation proposals, this paper concentrates on those aspects.

The information provided is intended to give further contextual background to the Health Board's proposals to inform the Council's consideration of its formal response.

This is supplemented by further information in the attached 'Q&A' sheets, and additional papers produced by BCUHB.

Strategic Aim

The proposals set out in our consultation aim to deliver a shift in emphasis in services, bringing a greater emphasis upon earlier and more comprehensive support to individuals in the community. We believe that this will not only offer a service which will be valued by those who use it, but will also strongly support the joint goals of the Health Board and the Council as set out in 'Good Health, Good Care In Flintshire 2011-2014', by promoting independence and enabling people to live in their own homes for longer. The proposals for Older Persons Mental Health Services and Community Services explicitly support the joint strategy.

Focus on Community Services

During the consultation some concerns have been voiced that there is too much focus on changing community based services, and that those services provided from acute hospitals, in the main, appear to be untouched.

The focus upon changing community services to make them fit for the future is quite deliberate. We need to ensure that the services provided in primary care and community settings have the capacity to support individuals and reduce our traditional reliance upon hospital inpatient care, where this can safely be delivered in other settings. The proposals we have set out will assist in delivering the 'Triple Aim' of improving population health, improving quality, safety and patient experience, and controlling or reducing costs

The current service provision across North Wales is not sustainable and the case for change is set out in detail. We believe that we have to change the way services are provided to meet the challenges that face us, ensuring that Flintshire has the services and facilities to best meet the needs of the whole population, now and in the future.

Enhanced Care Capacity

On a number of occasions questions have been asked regarding the modelling which sits behind the Enhanced Care service as this is a significant element of our proposals. We have based this modelling upon our experience to date in North Denbighshire, and adapted the expected activity levels to reflect the differing age structures in each locality.

The Enhanced Care team in North Denbighshire currently support 300 episodes of care a year. Adjusting this for the differing proportion of older people across the 14 localities in North Wales, we expect that Enhanced Care will provide approximately 3366 episodes of care across North Wales. For Flintshire localities the data is as follows –

North West Flintshire: 163 episodes of care

North East Flintshire: 249 episodes of care

South Flintshire: 230 episodes of care

If this care were to be delivered in hospital settings it would be equivalent to around 25 inpatient beds (community and acute). As will be seen from the figures above this significantly outweighs the proposed changes to community hospital beds in Flintshire, with the balance representing a shift of care and resources from the acute sector into the community. Over time we would expect this level of activity to rise as confidence builds in community based services.

Future demand for services

Changes in demographics, particularly an ageing population will present new challenges to health and social care services. We have examined the potential impact of population change, alongside evidence based models of care, and best practice in terms of hospital efficiency. This demonstrates that there is further scope, beyond our current assumptions, to deliver more care if we have the correct balance between community and hospital services. By investing significantly in Enhanced Care we will be in a better position to meet these future demand pressures in a way that promotes independence and well being within the population of Flintshire.

Financing Enhanced Care at Home

A finance briefing paper has been published to provide further detail in relation to the proposals being consulted upon. This is attached for information.

The paper shows a total investment in Enhanced Care at Home across North Wales of £4,452m. This investment is financed through the savings released from changes to community hospitals and services across North Wales and additional

savings generated from the acute sector as a result of reduced demand for hospital beds.

The cost of the Enhanced Care at Home service in Flintshire will be approximately £900K. This will provide for additional health staffing in nursing, pharmacy, therapists and support workers, as well as contracts with GPs. Resources will also be allocated to support social work capacity and voluntary sector contributions

Financial Challenges facing the Health Board

For a decade, up to 2010, there was record increased investment in the NHS. This has now stopped. Funding is now expected to remain at a constant level which means a real terms reduction when compared to inflation and other cost increases. We expect this to continue for at least three years. For 2012/13, the funding allocations have remained broadly static compared with 2011/12.

Against a budget of £1.2billion for 2011/12, we have therefore had to set a savings target of £64.6million, which includes new inflationary and service pressures of £40.3 million.

The Health Board is actively managing schemes to bridge this savings gap, without compromising the quality and safety of our services. All proposed savings schemes are scrutinised to assess any clinical or financial risks so that we can ensure that safety and quality of service are maintained. Key areas include:

- workforce redesign as we develop and modernise services;
- procurement of consumables and equipment;
- productivity and efficiency, setting and pursuing targets including length of stay in hospital, bed occupancy rates, making maximum use of operating theatre time and increasing the proportion of patients we can treat as day cases;
- energy efficiency, including the rationalisation of our estate.

Whilst we have to ensure that the proposals included in 'Healthcare in North Wales is Changing' are efficient and affordable, these changes are just as much about ensuring services are safe, sustainable and of the quality they should be. They are one part of the overall financial planning of the Health Board and should be seen in this context.

Impact of Proposals on Local Authority Costs

Most people would chose to stay in their own homes wherever possible, and evidence shows that maintaining independence contributes to the health and general well-being of individuals.

Health and Social Care services, as well as Housing, Transport and Leisure Services must all continue to work together to ensure that we can jointly best meet this priority.

In relation to the proposals that BCUHB are consulting on there are some concerns that by caring for more people in their own homes rather than hospital, this will shift costs away from the NHS and onto Local Authorities – particularly Social Services. This suggestion has been voiced, in the main, in relation to the development of the Enhanced Care at Home service.

The funding of the developments in community services, such as Enhanced Care at Home is dependent on shifting resources from other services and buildings as explained earlier, and is affordable within that context through reduced reliance upon inpatient care.

The Health Board will fund the full additional costs of any enhanced care package for the total period that the patient receives this care. There is no additional cost to Social Services.

If a patient is already receiving some form of social home care either funded by themselves or their Local Authority, this continues under the same arrangements, alongside the enhanced care package. This is as currently in place in North Denbighshire and Anglesey, and ensures no disruption to the patient's usual home care arrangements.

Cross Border Services Provided by English Trusts

Whilst not the specific subject of our consultation proposals we have heard a number of concerns regarding access to services in England.

BCUHB continues to commission a wide range of specialist services from English Trusts, particularly in the North West. Patients from Flintshire and other parts of North Wales can therefore continue to be referred for specialist treatment in England where this is clinically appropriate.

BCUHB also recognises the important role that the Countess of Chester has in providing acute services, particularly for Flintshire residents. BCUHB are committed to continuing to provide access to services at the Countess of Chester in the future and GPs will continue to have discretion to refer to the Trust.

However, we are committed to developing local services in Deeside and have worked closely with GPs in the area to introduce new outpatient services. Our clinicians have introduced new services in Deeside hospital to support the local population and to provide services closer to home for patients. We are also prioritising the development of services in Deeside Hospital where we know of unmet demand such as for pain management and rheumatology.

We continue to invest £27million with the Countess of Chester Hospital to deliver services to our population. We are working closely with colleagues in Chester to ensure that we manage within the £27million contract and to ensure that the population receives the care they need from the available resource. By providing local services in Deeside Hospital this helps us manage the increase in costs for other services provided by the Countess within the contract that we have with them.

Carers

BCUHB recognises the very important role that carers have, and in responding to the Carers Strategies (Wales) Regulations 2011, is working to ensure earlier identification and support for carers, and enhance existing service provision to better meet the needs of carers. These regulations require each Local Health Board in Wales and the Local Authorities to work together in preparing and publishing a strategy setting out how they will work together to assist and include carers in the arrangement made for those they care for.

The North Wales Carers Leads Strategic Group (NWCLSG) was set up in January 2011 to work in partnership to ensure an integrated approach to the development of the North Wales Carers Information Strategy. This partnership consists of BCUHB and Local Authority Carers Leads and various Third Sector Carers Organisations.

As part of the review of Community Services the BCU Board has already acknowledged the importance of continuing to work closely with Social Services in identifying carers and supporting their needs. The important role of carers is also highlighted in the BCUHB/Public Health Annual Report 2012.

The consultation meetings and feedback to date have clearly highlighted the specific needs of carers and concerns as to how these are best met in the future. More work is required in this area in line with our responsibilities under the Measure. This will be fully considered by the Board in making its final decisions in relation to the proposed changes.

Transport

Appropriate, reliable access to public transport is a multi-agency issue. BCUHB will continue to work with Local Authorities and local community transport providers to explore and agree how they can best support transport to NHS sites.

This may be by agreeing with public transport providers to change schedules and routes and also to see how a community transport provider can best provide transport. Community transport providers already provide transport to people accessing NHS services so we need to raise awareness of their current services as well as potentially commissioning them to provide some specific additional transport. The Health Board has set aside resources in its plans to support community transport services in responding to new needs arising as a result of these changes.

The need to address issues of transport has come through very strongly in the consultation and the Board will need to consider this in greater detail when it makes its final decisions in December.

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Healthcare in North Wales is Changing – supplementary paper
**Revenue Implications of Proposals related to Community,
 Localities and Older People’s Mental Health**

Purpose

The purpose of this document is to summarise the revenue implications of the proposals related to community services and Older People’s Mental Health.

Proposals for Community Services

The consultation document outlines a range of proposals to provide safe, high quality services as locally as possible, closer to people’s homes.

Savings from Community Services

The following savings are projected from Community Services:

	£000's
Realign Minor Injuries Units	- 700
Realign Community X-Ray Services	- 138
Closure of Community Hospitals	- 3,150
Transfer of Services for North Denbighshire	- 990
Projected savings from the Community Sector	- 4,978

Reinvestment in Community Services:

The following reinvestments are proposed:

	£000's
Home Enhanced Care roll-out	4,252
Primary Care Resource Centres	324
Hospital in North Denbighshire	1,808
Reinvestment in Services	6,384

This gives a net additional investment in community services of £1,406k.

Savings from the Acute Sector

This investment in community services will allow a reduction in the number of acute beds across North Wales. Capacity modelling work has been undertaken to approximate the scale of this reduction. Based on reasonable assumptions about efficiencies, take up of the service and future demand up to 183 acute beds could be released over time. For the purposes of establishing the financial viability of these proposals a more prudent estimate has been made that approximately half of these beds (the equivalent of three wards across North Wales) will be released. At full cost this would give a saving of £3.3 million. This modelling demonstrates how the Health Board's proposals support the shift of resources from acute to community services within the context of an overall reduction of funding in real terms

Proposals for Older People's Mental Health

The financial analysis indicates that the service changes are broadly cost neutral. The savings related to inpatient services (£1,320,000) plus the savings of 2% in continuing healthcare costs (£252,000) will be re-invested in community services. The current estimate by area shows a marginal saving and is as follows:

Areas	Inpatient Saving 000's	Community Reinvestment 000's
CHC	- 252	
East Localities		342
Centre Localities	- 686	309
West Localities	- 634	885
Total	- 1,572	1,536

Healthcare in North Wales is Changing: supplementary briefing paper Minor Injuries Units

Minor Injury Units (MIUs) are for less serious injuries such as sprains, cuts and grazes.

Many people go to A&E/Emergency department when they could be treated just as well and probably quicker at a minor injuries unit.

In A&E/Emergency department - staff must give priority to serious and life threatening conditions, so currently if you go there with a minor injury you may have to wait longer to be seen. Under our proposals for change, we intend to introduce better “streaming” of patients so that minor injuries are dealt with more quickly.

It is better to go to a minor injuries unit if there is one locally, where a trained nurse will check you and treat you, or if appropriate, refer you to another hospital. No appointment is needed. The purpose of a Minor Injuries Unit is to assess and treat emergency patients who have sustained an injury at any time during a previous 48 hour period.

MIUs do not have the full facilities and support services of an acute Accident & Emergency department (British Association for A&E Medicine 2000).

Minor injuries units can treat:

- Sprains and strains
- Broken bones
- Wound infections
- Minor burns and scalds
- Minor head injuries
- Insect and animal bites
- Minor eye injuries
- Injuries to the back, shoulder and chest
- Minor crush injuries
- Removing foreign bodies from ears/nose.
- Remove fish hooks
- Remove splinters
- Removal of ear rings/studs from earlobes, mouths, nose
- Facial injuries including injuries to the nose
- Nosebleeds
- Acute initial urticaria/allergic reactions
- Soft tissue injuries/bruising.
- Apply plaster of Paris
- Assess and advise
- Suturing (stitching) minor wounds

Minor injuries units cannot treat:

- Chest pain
- Breathing difficulties
- Major injuries and trauma
- Problems usually dealt with by a GP
- Stomach pains
- Gynaecological problems
- Pregnancy problems
- Allergic reactions
- Overdoses
- Alcohol related problems
- Mental health problems
- Conditions likely to require hospital admission

Special Scrutiny – Health Care in North Wales is Changing 19.9.12

Response to Written Questions

1. Making no assumptions about any hospital closures, but in the knowledge that Enhanced Care is being introduced across North Wales, please provide assurances about how you will manage the change using the following as examples:

- a. Community Services need to be in place before any bed closures

Plans to provide Enhanced Care at Home across all localities in North Wales are being developed. The implementation and timing of these is linked to the outcome of the proposals currently out to consultation, which will not be known until December.

Where bed closures are agreed, arrangements will be put in place to ensure that alternatives are available. For example, Enhanced Care at Home will need to be implemented alongside the changes to beds to ensure no gaps in services. Likewise, access to alternative NHS inpatient beds for those patients requiring admission will need be in place at the time of any closure.

- b. People need quick access to the equipment and expertise which they need.

The availability of equipment and adaptations, as well as Telecare etc. is considered as part of the local implementation of Enhanced Care.

In terms of a referrals made to the Enhanced Care Team – this is responded to within 2-4 hours (depending on the urgency determined by the GP) and an immediate care package agreed across the multi-disciplinary team, including access to equipment.

- c. Please explain the impact of the Community Care model for support at home including carers and how this will be funded sustainably.

A care plan is agreed by the GP and Enhanced Care 'team' for each patient who receives Enhanced Care, including the ability to provide a 24/7 service if required. This includes consideration of carers needs.

A formal evaluation has been undertaken on the Enhanced Care service initially introduced in North Denbighshire. The views of every patient and carer had been sought through a questionnaire survey. There was a good response rate, with high levels of patient and carer satisfaction reported.

The resources for Enhanced Care are financed through savings from the proposed service changes in the consultation and the effect of less demand for inpatient admission within the main hospital sites as a result of more care at home.

2. Can you give assurances that any savings on service changes are going to be invested in local community services.

A finance briefing paper has been published to provide further detail in relation to the proposals being consulted upon. This is attached for information. This shows an increase in expenditure on community service across North Wales as a result of the proposed changes.

3. Are all local health professionals – e.g. GP's, nurses and therapists supportive of the Enhanced Care Service proposals in Flintshire?

All the GP Locality Leads are aware of the proposals to provide Enhanced care at home in Flintshire and have shared this with their multi-agency Locality Leadership Teams.

Discussions have started with a number of local health and social care professionals, including GPs. The principles of Enhanced Care have been widely supported, however there are some detailed areas which require more work which will take place as part of the implementation planning. This is not dissimilar to the experiences in North Denbighshire where a small number of GP practices originally signed up to the service and now all practices support and refer to the service.

The North Wales Local Medical Committee (LMC) which represents GPs were involved in the detailed development of the enhanced care services specification for the service. They remain supportive of this model of delivering more care in the community, co-ordinated by GPs.

4. We know your existing community health services in Flintshire, and in particular physiotherapy (in the community – not community hospitals); equipment and stores infrastructure; district nursing, occupational therapy, are all extremely stretched. What assurances can you provide that there will be adequate resources within the plans to support the expansion of these services necessary to support people at home?

As part of the implementation of Enhanced Care at Home services each locality leadership team maps the current service provision & capacity, and then identifies gaps. In order to establish Enhanced

Care at Home these service gaps will be filled and resourced (as detailed in the attached finance paper).

5. Transport – what additional resources are you putting in to ensure timely transport for patients and carers? How will those without transport be able to receive treatment? Is there a direct public transport link to Holywell Hospital or are patients expected to walk from the centre of the town and back?

Appropriate, reliable access to public transport is a multi-agency issue. BCUHB will continue to work with Local Authorities and local community transport providers to explore and agree how they can best support transport to NHS sites.

This may be by agreeing with public transport providers to change schedules and routes and also to see how a community transport provider can best provide transport. Community transport providers already provide transport to people accessing NHS services and so we need to raise awareness of their current services as well as supporting some specific additional transport services.

As part of this work, BCUHB has identified a budget of £80,000 for Community Transport services to provide additional support for patients, their families and carers access NHS services.

It is also important to note that eligible patients will be able to order Welsh Ambulance non-emergency transport as well.

At present we know that there is a limited bus service to Holywell Hospital and patients and visitors complain that they have to walk from the bus stop to Holywell Hospital. This is being addressed by the Locality Leadership Team. Discussions are ongoing with providers and transport officers to change routes and provide a bus stop near to the Hospital.

6. Why are you proposing to close community hospital beds whilst leaving acute beds untouched? Both the economics and your overall intentions would suggest that reducing acute beds and transferring that resource to the community would be more effective.

The attached finance paper shows that resources to support the implementation of the Enhanced Care at Home service will come from both re-investment of community resources and a shift of resources from hospitals.

7. How are these proposals going to balance the books for BCU?

These proposals do not balance the books of BCUHB and the service reviews which sit behind them were not designed to achieve cost savings at the expense of service.

Whilst efficient use of public money has to be one of the drivers for reviewing services, the proposals being consulted upon also address the need to improve patient safety and service quality.

BCUHB is tackling the financial challenges we face by making sure as much money as possible is put into front line services and improving productivity and efficiency. We have reduced our management costs by 20% since we became a Health Board and have detailed plans to save costs across all areas, for example efficiencies in procurement, energy, estates management, management of theatres etc.

8. Many of our current residents use the Countess of Chester as their local acute hospital. What are the reassurances that this arrangement won't change, so that we can allay the fears of local people?

Flintshire residents have been accessing services in the Countess of Chester for many years. BCUHB are committed to continuing to provide access to services at the Countess of Chester in the future and GPs continue to have discretion to refer.

However, working with local GPs we have developed more local services in Deeside Community hospital to support the Deeside population and to provide services closer to home for patients.

9. What are the partnership arrangements between BCUHB and English Health Trusts in terms of ensuring a safe discharge from hospital?

The management of discharge from hospital for North Wales patients who have received acute care from an English Health Trust (e.g. the Countess of Chester Hospital; Broadgreen Hospital, The Walton Centre etc) is managed in partnership with those organisations.

BCUHB recognise that the Countess of Chester hospital provides significant care for Flintshire residents and support this arrangement by funding a Discharge Liaison Nurse post in the Countess of Chester hospital. In addition the Flintshire Intermediate Care Services link in with the Countess of Chester to support safe discharge arrangements for Flintshire residents.

Patients who require ongoing care and support are facilitated to have safe rehabilitation and recovery closer to home. The Community Hospitals are utilised to support people who require 'step down' care from acute services but still have ongoing needs. The establishment of the Enhanced Care at Home service will provide support to allow more patients to be safely discharged to their own home from an acute hospital. Again any acute hospital will be able to arrange discharge support via the patient's own GP and the Enhanced Care Team.

10. The proposed Primary Care Resource in Flint – will this be in place before any reductions in beds? What provisions will be made available to the people of Flint once the hospital has closed.?

If the proposals are approved the Primary Care Resource Centre will not be built before the inpatient service in Flint Hospital ceases.

If the closure of beds is approved, the Enhanced Care at Home service in NW Flintshire Locality will be implemented alongside the closure of inpatient beds at Flint Hospital. In addition a further 4 beds will be available at Holywell Hospital if required.

If the changes are agreed for minor injuries services the MIU in Flint would close, with the service being available 7 days per week, 8am-8pm at Holywell Hospital. All other services which are currently provided from the Community Hospital, eg phlebotomy, dressings and minor surgery, will continue to be provided in the town until the Resource Centre is open.

11. Can we believe what you say when previous representatives have stated "Flint Hospital is safe in our hands" and "We will provide you with a flagship medical centre that you will be proud of."

The Health Board is proposing a package of changes which are subject to full consultation. Once the consultation is complete the Board will consider all the responses received before making final decisions and will then move to implementation at the earliest opportunity in order that the benefits of these service changes can be delivered promptly. This would include the provision of the Primary Care Resource Centre in Flint.

12. Can you honestly say to the People of Flint, "place your trust in us -we will not fail you "?

The proposals we are consulting on have a sound evidence base and we believe are effective in meeting our 'Triple Aim' of improving population health, improving quality, safety and patient experience, and controlling or reducing cost.

The current service provision across North Wales is not sustainable and the case for change is set out in detail. We believe that we have to change the way services are provided to meet the challenges that face us, ensuring that the people of Flint and other parts of North Wales have the services they need, now and in the future.

13. The South Locality, whilst retaining a hospital at Mold (albeit without minor injuries or x-ray facilities)) will no longer have a hub.

Population anticipated	Housing development units
South - 53,493.....	1285 houses

North East - 51,847	1459 houses
North West - 44,369	340 houses

The population figures and new housing projections demonstrate a mismatch of provision against population/demand – please comment on this.

In undertaking the review of community services, consideration has been given to the population changes expected in North Wales, based on the needs assessment for North Wales published by Public Health Wales (PHW). This has also been used to support the development of the Health, Social Care & Well-being Strategies led jointly at a county level by each LA and BCUHB.

In relation to housing developments we work closely with each LA to best understand how this will impact on the NHS service demand in the area, particularly in relation to primary care and community services. Plans to meet this change in local demand are then developed alongside PHW information in relation to population growth, age profile, levels of deprivation etc.

In the proposals, the hub for South Flintshire would be Deeside Hospital. However, it is well recognised that Mold Hospital must continue to provide an important service for the local population and patients from other localities. Deeside and Mold Hospitals would work closely together to provide and develop a range of community based services that compliment each other and do not incur unnecessary duplication.

14. How have population plans been fully taken into account in the specific proposals on which we are being consulted?

In undertaking the review of community services, consideration has been given to the population changes expected in North Wales, based on the needs assessment for North Wales published by Public Health Wales. This has also been used to support the development of the Health, Social Care & Well-being Strategies led jointly at a county level by each LA and BCUHB.

Population changes were also referred to in the Case for Change Board paper (attached).

15. How has BCUHB determined the financial viability and sustainability of the proposals in the wider BCUHB financial context?

The attached finance briefing paper provides further detail in relation to the proposals being consulted upon. This shows that the changes are affordable and sustainable.

The paper highlights a net investment in community services. The overall community service review includes a focus upon prevention of ill health, or deterioration of health, including further provision of

evidence based services such as falls prevention and pulmonary rehabilitation. By helping people maintain good health and support people to manage their health in their own homes and communities this will assist in delivering our Triple Aim: improving population health, improving quality, safety and patient experience, and controlling or reducing costs.

There are also ongoing financial plans which address the financial pressures BCUHB face as highlighted in the answer to question 7.

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**Special Meeting of the
Social & Health Overview & Scrutiny Committee
19 September, 2012**

Questions raised by Members during the meeting

1. Members sought further assurances that residents in Flintshire would continue to access specialised treatments at hospitals in England and asked for further information around cross border working in the future.

There are no plans to stop these important patient pathways to specialist services in England. Patients from Flintshire and other parts of North Wales can be referred for specialist treatment in England where this is clinically appropriate.

BCUHB regularly meet with English Trusts to review and discuss contracts and services. This will continue.

2. Members asked for detailed information around the rationale for closing the minor injuries and x-ray departments at Mold Community Hospital. If this is due to the equipment being outdated Mold League of Friends could provide funding to replace the current x-ray equipment.

The proposals for changes to x ray facilities and minor injuries departments have been developed to provide a consistent service across the whole of North Wales. The proposals would provide clarity to the public in terms of opening times and services available. In addition it would ensure that 99.6% of the population have the same maximum travel times to reach these services, and whilst some patients may have to travel further than at present, these plans have been developed to be as fair as possible for the whole population.

The proposals also ensure that the number of patients accessing these services, on a fewer number of sites, ensures a critical mass so that staff maintain and develop their skills. In addition the resources would be used more efficiently. For example, the community x ray service has the capacity to see 15 patients per session (half day). In Mold and Deeside they currently see 9 patients and 13 patients per session. Combining this work would lead to a more efficient use of capital and staff resources.

The Health Board has been advised of the generous offer from the League of Friends in Mold to purchase new x-ray equipment and this will be considered as part of the consultation responses.

With regard to the location of the minor injuries service this was selected to offer better access to a wider population and bring together out of hours GP services alongside the MIU thereby using our staff more efficiently. We believe there will be additional benefits to patients

in having these services together with GPs available in the early evenings, at weekends and on bank holidays to support the MIU.

3. What is the cost of creating a minor injuries and x-ray department at Deeside Community Hospital?

If the proposals are approved the cost of establishing a Minor Injuries Unit at Deeside Hospital would be funded from the re-alignment of the minor injuries units budgets across North Wales. The MIU staffing cost for Deeside Hospital would be approximately £109K per annum.

There is already a funded X ray department at Deeside Hospital. Additional staff hours would be funded from a transfer from Mold Hospital.

4. Is the current site at Deeside Hospital big enough to accommodate a minor injuries and x-ray department?

Yes. Deeside Hospital has new accommodation which can be utilised as a Minor Injuries Department.

There is already an X ray facility at Deeside Hospital which provides a service 4 days per week (Monday / Tuesday / Wednesday / Friday) and also an ultrasound service 2 days per week (Wednesday / Thursday).

If the proposals for changes to x ray services are approved by the Board the service in Deeside would increase to 5 days per week. Further evening sessions could be provided to meet demand as necessary.

5. How many x-rays and blood tests are carried out annually at both Mold and Flint Community Hospitals?

X ray services:

- *There is no x ray facility or service at Flint Hospital*
- *There are around 4,900 x rays per year taken at Mold Hospital.*
- *In 2011/12 there were 4,925 x rays and the referrals were from the following sources:*

<i>Outpatients</i>	<i>710</i>
<i>Inpatients</i>	<i>48</i>
<i>GP</i>	<i>4167</i>

Phlebotomy services:

- *In Mold there is an average of 125 blood samples taken a day Monday to Friday, and Flint around 48 a day, with a 40 samples per week taken during an additional session.*
- *Phlebotomy services will still be provided in Mold Hospital under our proposals and alternative provision will be made in Flint should our proposals regarding the hospital progress.*

6. Could Mold Community Hospital be expanded with the assistance of voluntary sector funding and could GPs be encouraged to transfer patients to Community Hospitals for blood tests and x-rays.

Whilst the hospital building could be developed there is no identified need to do this under the current proposals, and therefore no requirement to seek funding. Any expansion to a facility would have to be based on a needs assessment and also be affordable in terms of meeting any new recurring costs associated with buildings and service developments.

Local GPs are aware of the services currently available at Mold Hospital and use them very actively. There is a need to raise awareness with the public about service provision across North Wales so we can best ensure that community based services are well used and efficient.

7. Are GPs supportive of the proposed changes?

All the GP Locality Leads are aware of the proposals to provide Enhanced care at home in Flintshire and have shared this with their multi-agency Locality Leadership Teams.

Discussions have started with a number of local health and social care professionals, including GPs who are aware of the concept and whilst many are generally supportive of Enhanced Care in principal, they do have some concerns which will need to be addressed. This is not dissimilar to the experiences in North Denbighshire where a small number of GP practices originally signed up to the service and now all practices support and refer to the service.

The North Wales Local Medical Committee (LMC) were involved in the development of the enhanced care services specification and agreed the final detail, which is now used to contract the service with individual GP practices. The LMC have indicated support for the adoption of Enhanced Care at home.

8. Members sought detailed information on future transport provisions including future costs to residents and the NHS and plans to ensure transport links in rural areas of Flintshire and the south of Flintshire to Deeside and Holywell. Concerns were raised around the £80,000 budget to address transport provision which Members felt needed to be reviewed. Also there is no direct bus service from Flint to Glan Clwyd Hospital. Would this be addressed when considering future transport provisions.

Appropriate, reliable access to public transport is a multi-agency issue. BCUHB will continue to work with Local Authorities and local community transport providers to explore and agree how they can best support transport to NHS sites.

This may be by agreeing with public transport providers to change schedules and routes and also to see how a community transport provider can best provide transport. Community transport providers already provide transport to people accessing NHS services so we need to raise awareness of their current services as well as potentially commissioning them to provide some specific additional transport..

As part of this work, BCUHB has identified a budget of £80,000 for Community Transport services to provide additional support for patients, their families and carers access NHS services.

The need to address issues of transport has come through very strongly in the consultation and the Board will need to consider this in greater detail when it makes its final decisions in December.

9. What measures were currently being taken to address the current shortage of beds at Glan Clwyd Hospital? Members also asked for further information and assurances that the shortage of beds would not increase following the closure of Flint Community Hospital.

Senior managers, clinicians and members of the executive team are working very closely together to improve the unscheduled care provision at Glan Clwyd Hospital.

This is not due to a shortage of beds; the reasons are multi-factoral and are being addressed by a number of actions eg additional A&E consultants and Advanced Nurse Practitioners, identifying and addressing problems in current care pathways, GP support in the A&E department to triage and treat patients with a minor illness and minor injury, improving arrangements to cover nurse staff sickness.

The changes proposed are intended to improve this situation. The roll out of Enhanced Care at home will mean that more patients do not have to be admitted to Glan Clwyd, and where they are they will be supported to be discharged home sooner. We are also developing services which evidence shows will reduce the demand on acute hospitals eg. falls prevention, COPD enhanced service with GPs, pulmonary rehabilitation.

Taking all of the above into account we do not believe that there will be a greater shortage of beds if Flint Hospital were to close.

10. What measures would be taken to address the current shortage of staff within the NHS.

If an area is identified as having a shortage of staff BCUHB uses a number of approaches to ensure staffing levels are at the right level, these include assisting in fast track recruitment (in conjunction with the recruitment team in NHS Wales Shared Services) and seeking to

appoint temporary/fixed term staff whilst permanent recruitment can be secured.

If a recruitment issue/problem is identified within an area of the Health Board we also consider recruitment drives and initiatives that would be deemed appropriate, depending on the professional group, numbers of vacancies etc.

In addition if there is a recruitment problem affecting one particular part of the organisation or a particular service, the Workforce Department within BCUHB supports and advises on the modernisation and redesign of roles.

11. If Flint Community Hospital closed, what are the proposals for the building and piece of land in the future?

The hospital site could be used as the location of the proposed Primary Care Resource Centre. The site is potentially of sufficient size to support the development of the centre and provide adequate parking. However other sites would have to be considered and a final location chosen would require a thorough option appraisal.

If the hospital site is not chosen following an option appraisal it would be recommended for disposal and be sold.

12. Concerns were raised around patients leaving hospital and having to visit their GPs to access after care. How this would be addressed within the proposals. Also what proposals were there to address the current difficulties with making an appointment to see a GP?

Our proposals for Enhanced Care would ensure that if patients leave hospital early and need care from their GP whilst receiving Enhanced Care this will be in their own home. Once discharged from this service after care would be delivered in the same way as for all other patients.

The proposals we are consulting on do not directly consider access to GP appointments across North Wales as this is not subject to a significant change of service provision. However the Health Board is working locally with the Local Medical Committee and the Community Health Council to improve access to GP appointments.

Surgeries operate different appointment systems – some have open access whilst others have appointments which can be booked on the day or in advance. There are always facilities for emergencies to be seen – this is a requirement of the GMS contract. We are currently in the process of reviewing GP access across North Wales, confirming with all practices how they meet their patients' needs and working with them to identify how access can be improved.

13. Members asked for detailed information on transition arrangements if the proposals were to be implemented.

BCUHB will ensure that all patients continue to have access to the services they need. During transition to the new service model (if approved) there may be a need for interim arrangements whilst new services and/or facilities are developed. These transition plans are currently being developed in detail and will need to be amended to reflect the Board's final decisions which should be taken at a meeting in December.

Where services transfer from one site to another eg MIU or X-ray then transition plans will reflect the need to re-deploy staff to ensure access is maintained. Within Flint, if the plans to close the Hospital were to progress then alternative provision for dressings, phlebotomy and minor surgery would be made available in Flint until such time as the primary care resource centre is open. Where beds are proposed to close then Enhanced Care will be implemented along with access to other hospital sites to ensure local provision.

14. Members asked for detailed information on the financial sustainability of the proposals, including whether there would be additional funding pressures on the Council.

A finance briefing paper has been published to provide further detail in relation to the proposals being consulted upon. This is attached for information.

The funding of the developments in community services, such as Enhanced Care at Home is dependent on shifting resources from other services & buildings and is affordable within that context through reduced reliance upon inpatient care.

The Health Board will fund the full additional costs of any enhanced care package for the total period that the patient receives this care. On average this is 14 days but this is flexible (depending on each patient's needs) and could be more or less. There is no additional cost to Social Services.

If a patient is already receiving some form of social home care either funded by themselves or their Local Authority, this continues under the same arrangements, alongside the enhanced care package. This is as currently in place in North Denbighshire and Anglesey, and ensures no disruption to the patient's usual home care arrangements.

Before patients are 'discharged' from Enhanced Care, a full review of their ongoing health and care needs is done and the necessary arrangements are put in place to provide ongoing care. This is very similar to the type of assessment and ongoing arrangements that are done when a patient is discharged from hospital. Many patients are able to return to the 'normal' care of their GP and/or District Nurse

and/or social services, although some people do require additional services.

15. What would the impact of the 14 day support package be to carers?

When a patient is referred to Enhanced Care by their GP the team quickly responds and provides care at home to meet the patient's immediate medical needs so that they do not have to go to hospital, or if they are in hospital they can be discharged home.

A care plan is agreed by the GP and Enhanced Care 'team' for each patient who receives Enhanced Care, including the ability to provide 24/7 input if required, with the needs of any carers also considered.

It is important to note that Enhanced care will not meet the needs of all patients and their carers and admission to hospital will remain where this is the right option in individual circumstances.

A formal evaluation has been done on the Enhanced Care service initially introduced in North Denbighshire. The views of every patient and carer had been sought through a questionnaire survey. There was a good response rate, with high levels of patient and carer satisfaction reported. All responses were considered by the Community Health Council.

16. What are the proposals to deal with patients who need continued care after the 14 day care package ends.

The length of time that a patient receives Enhanced Care varies but is usually up to 14 days. However, when someone requires Enhanced Care for a longer period of time (such as in the provision of terminal care), this can be provided although usually this is no longer than 28 days.

Before patients are 'discharged' from Enhanced Care, a full review of their ongoing health and care needs is done and the necessary arrangements are put in place to provide ongoing care. This is very similar to the type of assessment and ongoing arrangements that are put in place when a patient is discharged from hospital. Many patients are able to return to the 'normal' care of their GP and/or District Nurse and/or social services, although some people do require additional services.

17. Was there a detailed business plan that could be shared with Members.

A full business plan for implementation will only be developed if the proposals are agreed by the Board after consultation. We have undertaken overall financial modelling which is summarised in the attached paper. With regard to Enhanced Care we have assessed the impact of this upon hospital admissions and length of stay and the impact is summarised in the attached paper on Enhanced Care.

18. What affect is the expected increase in population in the future going to have on the proposals and can Deeside Community Hospital cope with the increased housing projections.

In undertaking the review of community services, consideration has been given to the population changes expected in North Wales, based on the needs assessment for North Wales published by Public Health Wales. This has also been used to support the development of the Health, Social Care & Well-being Strategies led jointly at a county level by each LA and BCUHB.

Population changes were also referred to in the Case for Change Board paper (November 2011 – attached)

In relation to housing developments we work closely with each LA to best understand how this will impact on the NHS service demand in the area, particularly in relation to primary care and community services. The impact upon community hospitals will be reduced through the rollout of Enhanced Care.

19. Will representatives of BCUHB attend another public meeting at Flint to address the concerns of residents?

Further arrangements have been made to capture the public's views, comments and concerns across North Wales.

County based focus group meetings of around 2 hours have been arranged by ORS to discuss the all the consultation proposals. 12 participants for each focus group are being recruited by telephone, to reflect a spread across age, gender and social grade groups and disability. These are taking place from week commencing 15th October.

In addition ORS are arranging a further 2 extra focus groups in Flint, to concentrate on the Flint local proposals. Participants for these are being recruited by researchers on the streets, given the shorter timescale for delivering these. These are being held on 25th October.

20. How many doctors/managers who have left the health profession are still being paid by the NHS as part of their original contractual arrangements

None.

21. Who would monitor GP's providing HECS?

The arrangements for monitoring the Enhanced Care service commissioned from the GPs will form part of the current contact monitoring arrangements we already have in place as part of the GMS Contract. This includes clinical governance monitoring.

The Locality Leadership Teams would be responsible for monitoring the enhanced care service and its provision along with the support of a North Wales governance group.

22. Dementia care – more information required. Concerns expressed regarding untrained staff working with dementia patients – what plans are in place to address this?

BCUHB is committed to ensuring patients with Dementia receive the best possible care whether they are in a community or hospital setting.

To achieve this, one of our priorities is to ensure that all staff have the necessary skills and competencies to deliver quality and safe care. On-going training is also one of the priorities identified in the All Wales Dementia Action plan and needs to be available to all staff not just those working within the Older Peoples Mental Health teams.

Dementia training and awareness is available across BCUHB and the numbers and groups of staff who have already received training is in the currently being collated. This will help to identify which locations or staff groups need to be prioritised for training.

23. Cross border issues for patients from Wales who are registered with a GP in England – please advise how prescription charges can be reimbursed?

- *All patients registered with a Welsh GP, who get their prescriptions from a pharmacist in Wales, are entitled to free prescriptions.*
- *Welsh patients who are registered with an English GP and who get their prescriptions from a pharmacist in Wales are entitled to free prescriptions. They need to **present their prescription with an accompanying entitlement card.***
- *Patients who have their **prescriptions dispensed outside Wales** will be charged at the rates that apply in that country. However, they will not be charged if they qualify for free prescriptions under the English regulations*
- *Since October 2009 Welsh patients who are **treated at hospitals or out of hours services in England** and are charged for prescriptions at the English rate are able to get a refund.*

Applications for entitlement cards and refunds should be directed to the NHS Shared Service (North Wales), Primary Care Services, Preswylfa, Mold.

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Appendix 8
Ty Matthew/Matthew House
Llys Edmund Prys,
Parc Busses Llanelwy/St Asaph Business Park,
Llanelwy, St Asaph,
Sir Dinbych/Denbighshire, LL17 0JA

Mr C. Longland
Director of Environment
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Ein cyf / Our ref: GL/CJ/yel

Eich cyf / Your ref:

☎: 01745 586423

Gofynnwch am / Ask for Geoff Lang

Ffacs / Fax: 01745 584606

Geoff.Lang@wales.nhs.uk

Dyddiad/Date: 16 October 2012

Dear Mr Longland

Healthcare in North Wales is changing

Thank you for meeting with Clare Jones and myself on 9th October 2012. I found our meeting most helpful.

As agreed I have pulled together a supplementary note which gives further details regarding the key issues we discussed. I enclose this for your information along with the responses to questions raised at Scrutiny, and other supporting information. I trust that this will assist in the Council's consideration of its response.

I also indicated that the Health Board had considered the request to organise further public meetings and determined that in light of the range of meetings to date with the public, Councils, third sector organisations and other interest groups, such meetings would not be arranged.

However, recognising specific local concerns we have therefore invited two or three representatives from Flint Town Council to meet with Grace Lewis-Parry, Director of Governance and Communications and Sally Baxter, Project Director for the consultation process, on Tuesday 23 October, providing a further opportunity to discuss the proposals with us, to clarify any points of detail and to give us views directly. Additional arrangements have been made to capture the public's views, comments and concerns across North Wales.

County based focus group meetings of around 2 hours have been arranged independently by Opinion Research Services (ORS) to discuss all the consultation proposals. Twelve participants for each focus group have been recruited by telephone (randomised calls), to reflect a spread across age, gender and social grade groups and disability. These are taking place from week commencing 15th October.

/contd..



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Betsi Cadwaladr
University Health Board

In addition ORS are arranging a further 2 extra focus groups in Flint, to concentrate on the Flint local proposals. Participants for these are being recruited by researchers on the streets, given the shorter timescale for delivering these. These are being held on 25th October.

I trust this provides you with further information regarding our consultation processes; if you require any further clarity please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Geoff Lang'.

Mr Geoff Lang
Executive Director Primary Care, Community and Mental Health Services

Enc as stated

cc Mr Neil Ayling, Director of Community Services

FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL
DATE: THURSDAY, 25 OCTOBER 2012
REPORT BY: CHIEF EXECUTIVE
SUBJECT: IMPROVEMENT PLAN 2012 -2017

1.00 PURPOSE OF REPORT

- 1.01 To adopt the Improvement Plan 2012 - 2017 for publication.
- 1.02 To note the addition of the three additional Improvement Priorities in line with the Leadership's Programme for Change.

2.00 BACKGROUND

- 2.01 It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
- 2.02 The Improvement Objectives were adopted by Executive in June 2011 within the Improvement Plan 2011/12, as the set of Council Priorities.
- 2.03 These priorities have been shaped by Councillors in the previous Council across the Executive and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged. This level of engagement led to widespread ownership of the priorities for further planning. The Improvement Priorities were then re-adopted for ongoing review by the new Council in July 2012.
- 2.04 The Improvement Plan is audited by the Wales Audit Office as part of their annual assessment work.

3.00 CONSIDERATIONS

- 3.01 The Improvement Plan builds upon the 10 Council Priorities and the Directorate priorities presenting them in a single document.
- 3.02 The current set of 10 Council priorities (the Improvement Objectives), are extensive and are supported by a more detailed set of secondary Improvement priorities and are detailed within the Improvement Plan 2012 - 2017.
- 3.03 They are also set out in the three Directorate plans for Community

Services, Environment and Lifelong Learning, and in the corporate governance plans. The corporate governance plans are the Improvement Plan, the Strategic Assessment of Risks and Challenges (SARC) and the four business plans for the corporate resources the Asset Plan: the ICT and Customer Services Strategies: the Medium Term Financial Strategy and Plan: the People Strategy.

3.04 The Improvement Priorities: -

- reflect what is currently important in Flintshire e.g. housing
- cover the areas where we need to modernise and improve e.g. HR
- fit well with Welsh Government social policy and the Programme for Government e.g. social care reform
- fit well with local partner priorities e.g. health reform
- fit well with the priorities for regional collaboration
- fit well with the Programme for Change of the new Leadership.

The Improvement Priorities framework is proving effective. The framework: -

- guides management to concentrate on what is important
- provides a fit between the 'bigger picture' at corporate level with the detail of Directorate plans and team plans right down to appraisals at service level
- guides the allocation of resources both at annual budget-setting time and in-year
- influences the priorities of key partners.

Above all, the assessment shows that the Council has a good record of achievement against the Priorities as detailed in the Cabinet report in July using the 'traffic light system'.

Overall performance for 2011/12 is reported in the Annual Performance Report also on this agenda.

3.05 Given this sound basis the Improvement Priorities are being built upon and added to by the new Council, with local political priorities including: -

- Social Enterprise/Co-operatives – led by Director of Community Services
- Apprenticeships and Youth Unemployment – led by Director of Lifelong Learning
- Community Development and Events – led by Head of Culture and Leisure

These priorities have been incorporated as secondary priorities within the Improvement Plan and are under development. The detail will be reported back to Cabinet before the end of the calendar year.

- 3.06 The length of timeframe for the Plan has been adjusted to a longer period of five years to reflect the period of Administration and some of the longer-term priorities e.g. School Modernisation.
- 3.07 The Plan will be published on the Infonet and available for public comment and feedback.
- 3.08 Specific targets for 2012/13 and 2013/14 will be worked through as part of the annual performance indicator target setting exercise in the autumn.

4.00 RECOMMENDATIONS

- 4.01 To adopt the Improvement Plan 2012 - 2017 for publication.
- 4.02 To note the addition of the three additional Improvement Priorities in line with the Leadership's Programme for Change.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None directly related to this report.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly related to this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None directly related to this report.

8.00 EQUALITIES IMPACT

- 8.01 None directly related to this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly related to this report.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation will be required to inform the ongoing review of these priorities.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The priorities have been shaped by all Councillors in the previous Council, across the Executive and Overview and Scrutiny functions and been subject to review by the new Council and Corporate Management Team.

12.00 APPENDICES

12.01 Improvement Plan 2012-2017

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen.armstrong@flintshire.gov.uk



Flintshire County Council



Improvement Plan 2012 - 2017

Introduction and Foreword

The purpose of this plan is to set the priorities for change and improvement in the governance and performance of Flintshire County Council for 2012 - 2017

Signed: Leader of Council
Cllr A. Shotton

Signed: Chief Executive
Colin Everett



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SECTION 1

Having Vision and Setting Priorities

The Council has competing pressures and priorities.

The Council has consolidated a previous set of 40 priorities into a primary set of 10 priorities for change and improvement:-

- to provide clarity of vision and direction
- to give guidance to directorates in the setting of their service/business plans for 2012/13
- to set the 'Improvement Objectives' as required by the Local Government (Wales) Measure 2009 (the Measure)

These priorities have been shaped by Councillors in the previous Council across the Executive and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged. This level of engagement led to widespread ownership of the priorities for further planning. The Improvement Objectives were adopted within the Improvement Plan 2011/12 as the set of Council Priorities by Executive in June 2011.

The Council Improvement Priorities were then re-adopted for ongoing review by the new Council in July 2012.

These priorities are:

1. To be a modern, efficient and cost effective public organisation through our four resources strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public services



3. To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement
4. To achieve the highest standards of customer service and care through our Customer Services Strategy
5. To make our communities safe and to safeguard the vulnerable with children and older people being priority groups
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services
8. To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets
9. To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
10. To protect, plan and develop sustainable natural and built environments

The first four priorities demonstrate our arrangements to secure continuous improvement in the exercise of our functions as required by the Measure. The remaining priorities are, as defined by the Measure, 'those that enhance the sustainable quality of life and the environment for local citizens and communities'.



These priorities draw their legitimacy and currency from a number of sources; for example

- Coordinating the 40 priorities set as 'Administration Priorities' in 2010
- Reflecting the five themes within the County Vision
- The consultation and needs assessment exercises behind our strategic partnerships (i.e. Community Safety Partnership strategic assessment; Children and Young People's Partnership needs assessment and the Health and Social Care and Wellbeing needs assessment)
- Welsh Government policy and priorities
- Local consultations

The Council acts as a representative democratic body and can set its democratic priorities based on the evidence it has gathered from these and other sources. As a Council our Members are in touch with local views through: -

- Democratic representation
- Partnerships Forums
- Statutory consultation
- Direct Community/user consultation

The local priorities which guide the aims and activities of the Council as a provider and a commissioner of services are set by the Council. These current priorities are reviewed periodically and have been drawn from a number of sources:-

- local democratic choice
- customer feedback
- the priorities of local partner organisations
- the priorities of regional partner organisations
- Welsh Assembly Government policy
- statutory requirements
- the recommendations of regulatory bodies
- Welsh Local Government Association collective decisions
- the standards set of comparative performance

- good practice and peer influence

These primary priorities and their achievement is underpinned by the aims and objectives and more detailed secondary priorities of the three Directorate Plans for the Community Services, Environment and Lifelong Learning Directorates and the four corporate resources plans for Assets, Finance, ICT and People. The primary and secondary priorities both support, and are supported by the strategies adopted by local partnerships e.g. the Children's and Young People Partnership (CYPP).

As the priorities are derived from a number of sources, including the local partnerships as indicated above, there is not one single process of consultation upon which the set has been based. Rather it is a set which has been informed by a number of specific and individual consultation exercises which have their foundations within set services and partnership objectives and improvements.

The priorities are open to continuous feedback and review from:-

- citizens and stakeholders;
- local businesses and, where appropriate, potential businesses;
- our statutory and other community planning partners;
- other authorities (especially where any proposed improvement objectives may have an impact upon them); and
- other bodies with whom collaborative working is taking place or is being planned.

Last year we consulted with the public, strategic partnerships, neighbouring authorities and Town and Community Councils and our Local Service Board partners to ask if the 10 Improvement Priorities were the 'right' priorities, if anything was missing, and the degree of 'fit' with other strategic plans of other partners and agencies. The general feedback was that:-

- no significant priority was missing
- a focus on the Economy was welcomed
- there was a high degree of strategic 'fit' with other plans.



The development of the Council priorities / Improvement Objectives are thus grounded from within a framework of consultation and engagement which has meaning, purpose and is representative of the direction which the council needs to take.

The Improvement Priorities:

- reflect what is currently important in Flintshire e.g. housing
- cover the areas where we need to modernise and improve e.g. HR
- fit well with Welsh Government social policy and the Programme for Government e.g. social care reform
- fit well with local partner priorities e.g. health reform
- fit well with the priorities for regional collaboration
- fit well with the Programme for Change of the new Leadership.

The Improvement Priorities framework is proving effective. The framework:-

- guides management to concentrate on what is important
- provides a fit between the 'bigger picture' at corporate level with the detail of Directorate plans and team plans right down to appraisals at service level
- guides the allocation of resources both at annual budget-setting time and in-year
- influences the priorities of key partners.

Above all, the assessment shows that the Council has a good record of achievement against the Priorities as detailed in the Cabinet report in July 2012 using the 'traffic light system'.

Given this sound basis the Improvement Priorities are being built upon and added to by the new Council, with local political priorities including:

- Social Enterprise/Co-operatives
- Apprenticeships and Youth Unemployment



- Community Development and Events

These priorities have been incorporated as secondary priorities within the Improvement Plan and are under development.

Setting Visions

The Council sets a vision for the future state of the society it serves and for public service at three levels:-

- the Regional level as a partner
- the County level as a partner
- the Local level as a provider and a commissioner of public services.

The Regional Vision is set with the five regional local authorities and the key statutory partner agencies in North Wales. The regional vision is based on:-

- improving the quality of life and opportunity in the region
- improving public services in the region
- promoting collaboration for the most efficient and effective use of the resources of the partners
- promoting the interests of the regional nationally and internationally

The vision and priorities are set and managed by a Regional Leadership Board which brings together the lay and professional heads of Conwy, Denbighshire Flintshire, Gwynedd, Wrexham and Ynys Mon and Betsi Cadwaladr University Health Board, North Wales Fire and Rescue and North Wales Police.



The County Vision and priorities are set by the Flintshire Local Services Board (LSB) for the aspirations of the County partners for the future state of Flintshire and its public services.

The County Vision has five themes and has recently agreed on 5 priorities:-

County Vision Themes	County Vision Priorities
<ul style="list-style-type: none">• economic prosperity• health improvement• learning and skills for life• living sustainably• safe and supportive communities	<ul style="list-style-type: none">• Priority 1 - Lead by example as employers and Community Leaders• Priority 2 - People are safe• Priority 3 - Early and timely coordinated response for vulnerable families and individuals at risk• Priority 4 - Partners work effectively together and make the best use of resources available to develop services that meet the needs of the community• Priority 5 - Organisational environmental practices

The Local Vision and priorities are set out in the accompanying document (Section 2) and in Directorate and Service Plans and the four resource plans of ICT, Assets, Finance and People.

Measuring our Priorities

In addition to the priorities set by the Council, it also sets performance targets. These are based on the direction of improvement we wish to see and how much improvement within a given period of time; usually one year. Some targets are also set nationally by Welsh Government such as the recycling targets, but mostly we choose the level at which targets are set.

These annual targets are set as either:-

- an **improvement target** - where performance is currently unsatisfactory and needs to be improved markedly
- an **incremental target** - where some improvement in performance is sought as a business objective and current performance is satisfactory or
- a **maintenance target** - where performance is currently good and needs to continue

A review of the categorisation and setting of targets is undertaken annually by Heads of Service. Internal challenge of these proposals and consideration of the action plans which support the targets is undertaken by Overview and Scrutiny members at an Autumn workshop. This workshop will also consider and set the targets for the **Improvement Priorities** key evidence / strategic targets. These will be used to help measure whether we are delivering the desired outcomes of the priorities

All Improvement Targets that we set are supported by an action plan which details the steps to be taken, by when and whom to achieve the target performance.

A list of these Improvement Targets for 2012/13 along with our Improvement Success Measures can be found at Appendix 1 (page 16) within this Improvement Plan. Their performance is reported upon quarterly at the Council's Executive and Scrutiny Committees. The most current year's performance will also be reported in the Council's **Annual Performance Report**, published in October. This report will focus on the achievement of the Council's priorities and the performance of our Improvement Targets for 2011/12.



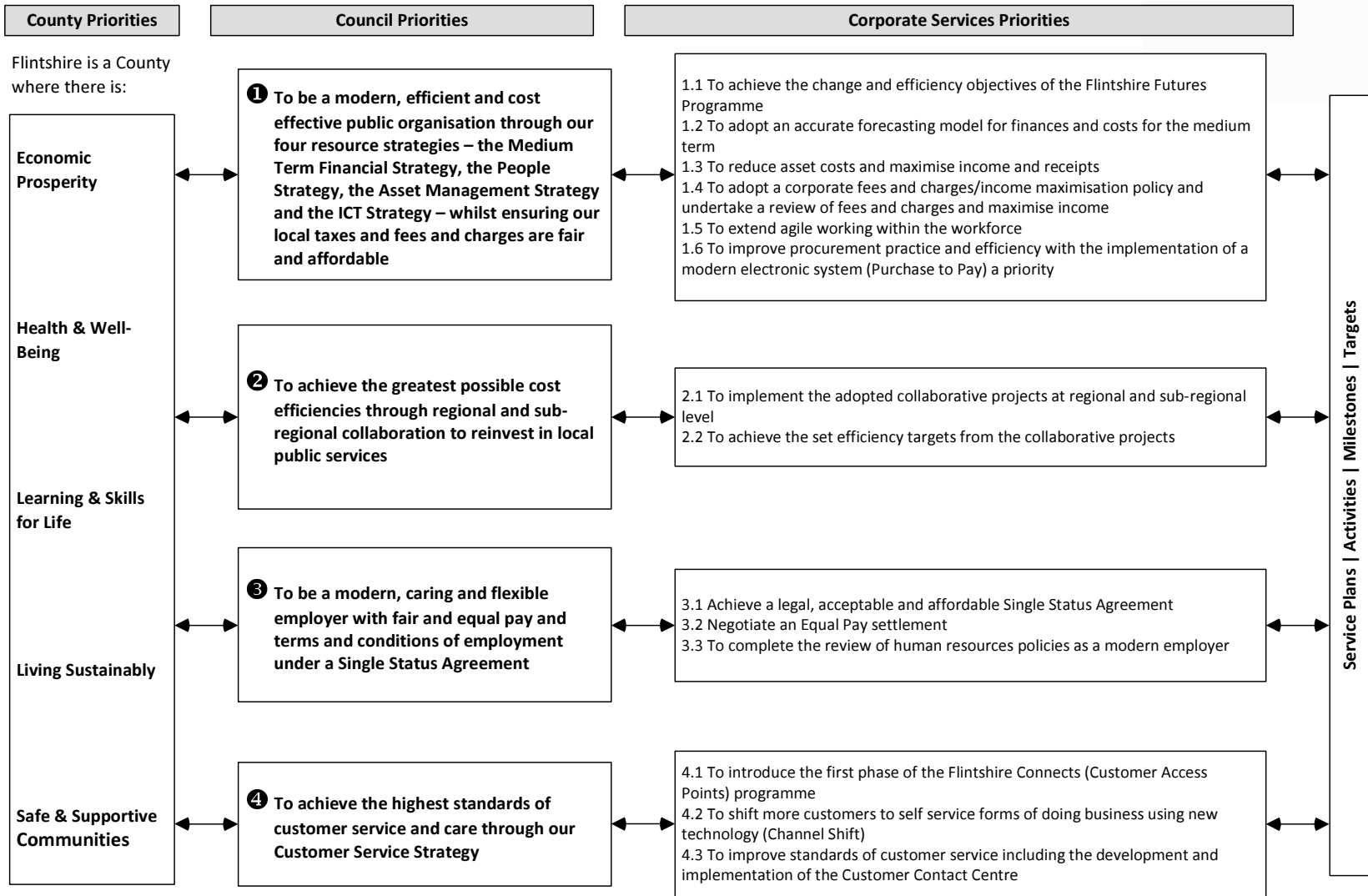
Section 2

This Improvement Plan for 2012 - 2017 brings together the key actions and activities of the Council's primary and secondary priorities which we committed to undertake starting in 2011/12. The Plan identifies the outcomes to be achieved, the progress to date and future actions. In addition there are identified strategic targets and key evidence aligned to each secondary priority. These are described in the attached A3 sheets (Appendix 1)

The following four diagrams indicate for each Directorate how each of these priorities are aligned to the County Vision priorities.

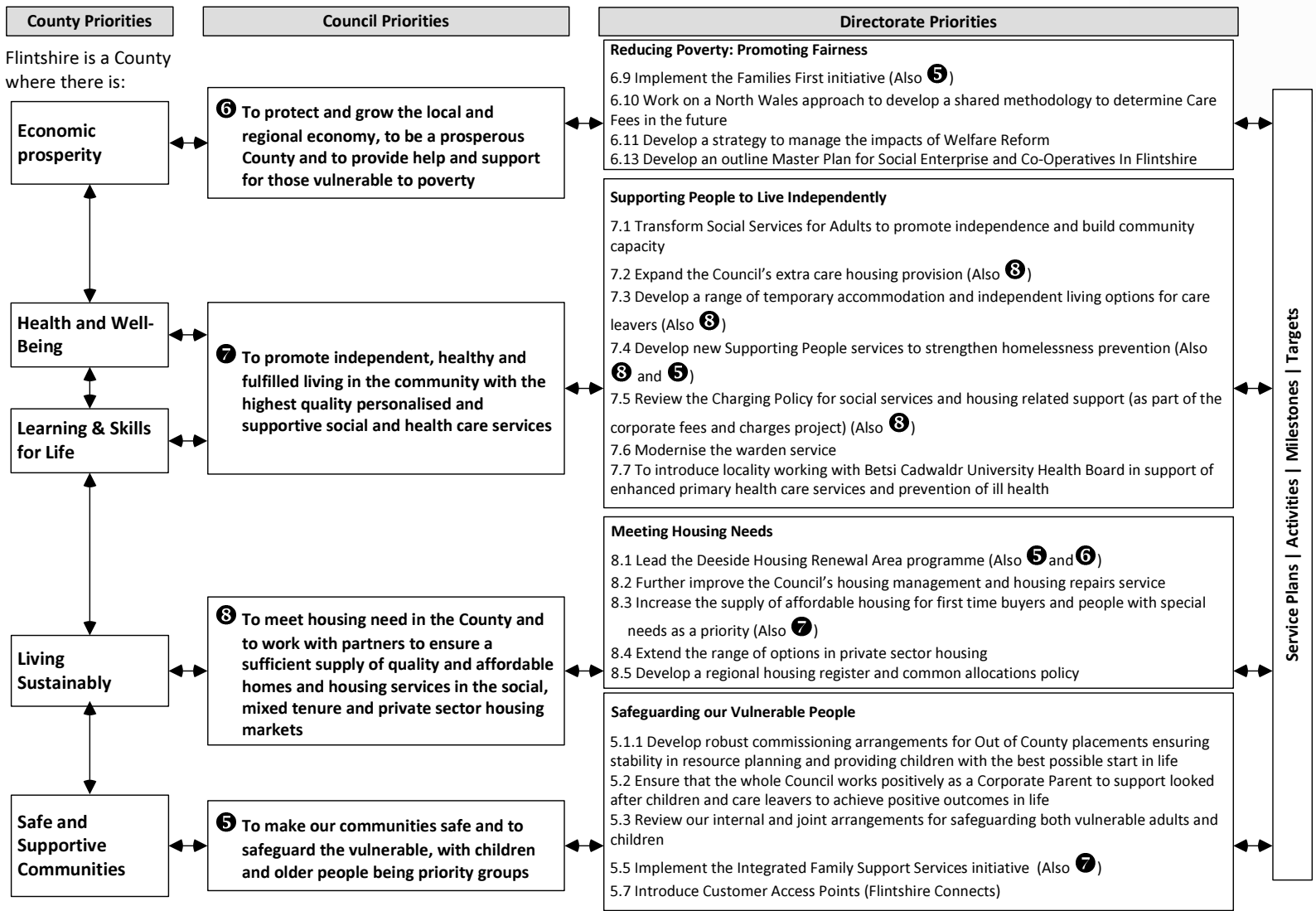


Corporate Services



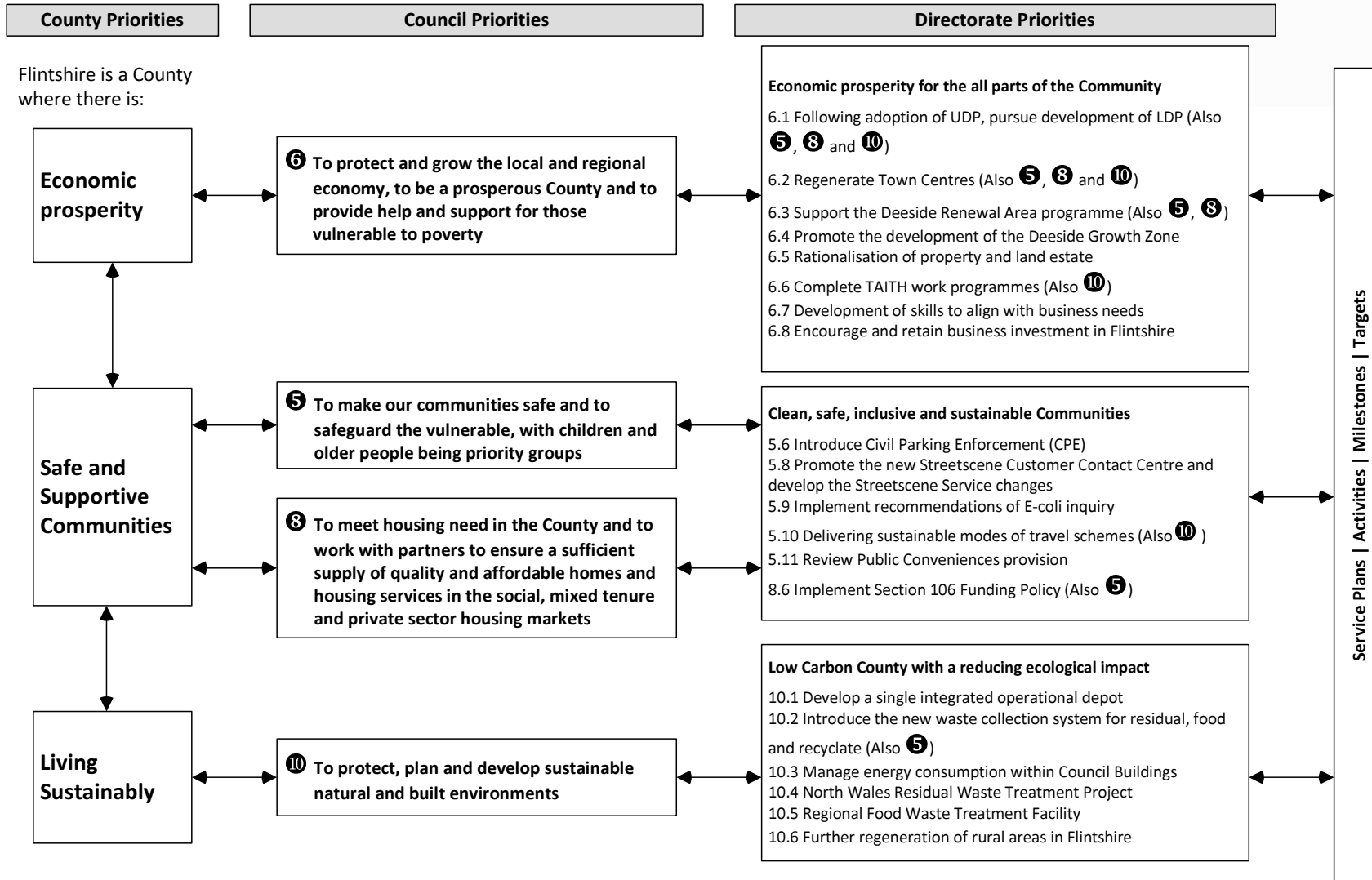


Community Services



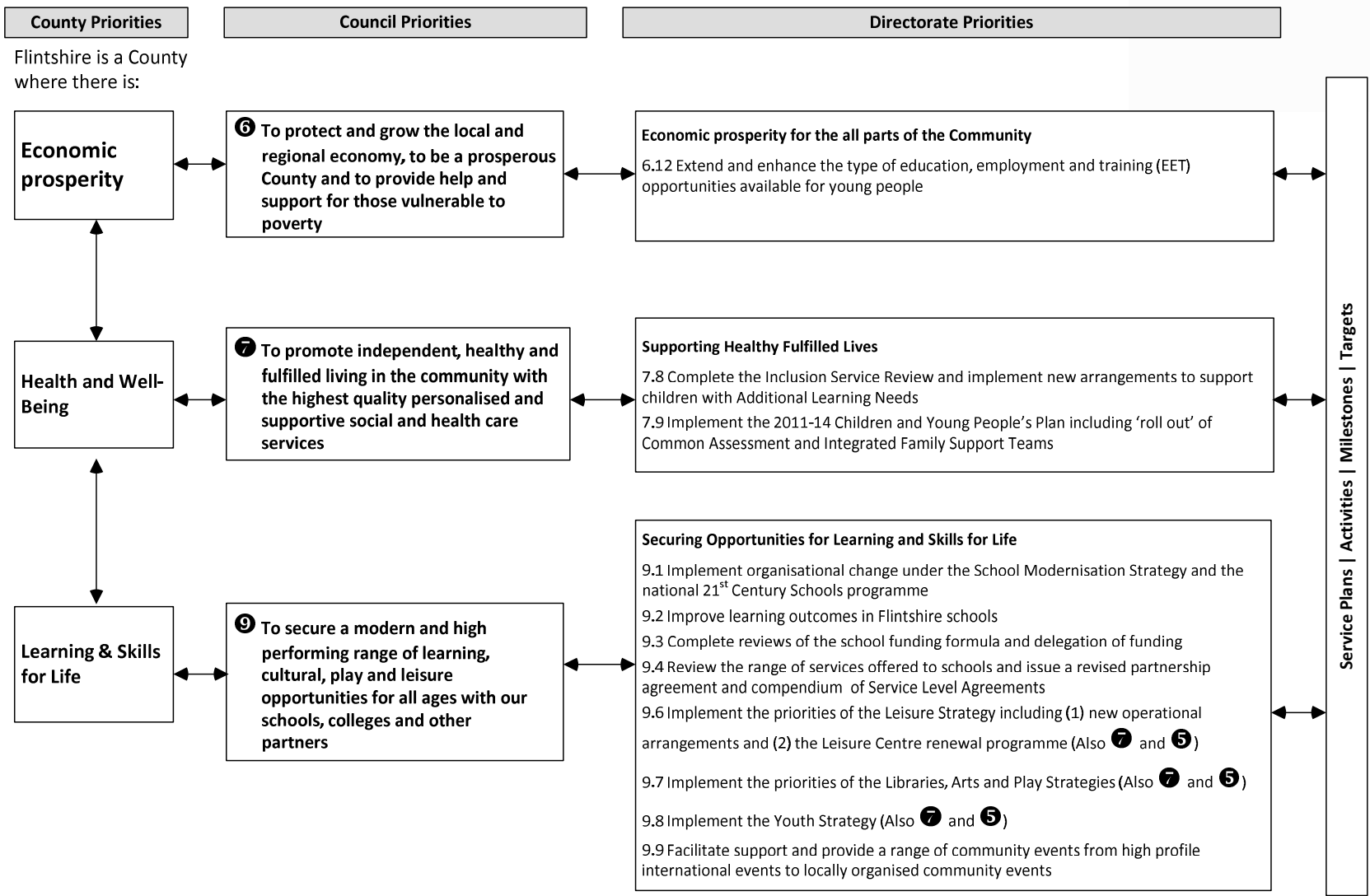


Environment Directorate





Lifelong Learning





SECTION 3

Statement of Responsibility

The publication fulfils in part the statutory requirements to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). This is our 'forward-looking' document for the year. The second part of the statutory requirements is the Annual Performance Report which is our 'backward-looking' document and reviews performance against our objectives for the previous year. This report is published in October.

Contacts for Feedback and Review

Ongoing consultation on the Council's priorities is available through the website. Specific consultations take place on an ongoing basis within individual priority workstreams.

Contacts for initial observations are:

Policy and Performance Team:

Tel: 01352 702744

Email: Policy and Performance Team@flintshire.gov.uk

APPENDIX 1 – IMPROVEMENT TARGETS AND IMPROVEMENT SUCCESS MEASURES

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
IMPROVEMENT TARGETS AND IMPROVEMENT SUCCESS MEASURES							
SOCIAL SERVICES FOR CHILDREN							
SAFEGUARDING							
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year.	Higher	94.40%	98.28%	97%	Improvement	SID
LOOKED AFTER CHILDREN							
SCC/004 IP5.1.1	The percentage of children looked after on 31st March who have had three or more placements during the year	Lower	5.59%	7.95%	Below 5%	Maintenance & Improvement Success Measure	PAM
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year.	Higher	82.81%	85.88%	92%	Improvement	SID
SCC/025 IP5.1.2	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	Higher	87.01%	79.98%	93%	Improvement & Improvement Success Measure	PAM
CHILD IN NEED/ FAMILY SUPPORT SERVICES							
SCC/030a	The percentage of young carers known to Social Services who were assessed.	Higher	72.73%	100%	75%	Improvement	PAM

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
SCC/030b	The percentage of young carers known to Social Services who were provided with a service.	Higher	84.85%	100%	85%	Improvement	SID
SCC/045 IP 5.3.4	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable.	Higher	New PI for 2011/12	88.92%	Not Set	Management Information & Improvement Success Measure	PAM
PSR/009a	The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	Lower	297.6 days	307 days	350 days	Improvement	SID
YOUTH JUSTICE							
SCY/001a	The percentage change in the number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age.	Higher	5.05%	16.5%	8%	Improvement	SID
SOCIAL CARE FOR ADULTS							
GETTING HELP							
PSR/006L	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.	Lower	New PI for 2011/12	40.97 days	TBC	Improvement	SID

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
EFFECTIVE LONG-TERM SUPPORT AND PROVISION							
SCA/018c	The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Higher	75.20%	78.90%	60%	Improvement	SID
IA1.1L4 (Local Measure)	Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support.	Higher	135 Adults	177 Adults	170 Adults	Improvement	
PSR/009b	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	Lower	446 days	410 days	400 days	Improvement	SID
HOMELESSNESS							
HHA/013 IP6.11.4	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Higher	95.33%	85.52%	90%	Maintenance & Improvement Success Measure	PAM & NSI
HOUSING							
HLS/006aL (Local Measure)	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in permanent accommodation.	Higher	95.63%	95.51%	97.5%	Improvement	
HLS/010cL (Local Measure)	Average number of calendar days taken to complete non-urgent repairs.	Lower	64.8 days	61.15 days	35 days	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
HLS/013L (Local Measure)	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	Lower	2.73%	2.32%	2.00%	Improvement	
HLS/014L (Local Measure)	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	Lower	101.47 days	51.59 days	42 days	Improvement	
HUMAN RESOURCES							
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	Lower	10.36days	10.54days	9.8 days/shifts	Improvement	SID
REM3L (Local Measure)	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%.	Higher	Not Reported	Not Reported	100%	Improvement	
CUSTOMER SERVICES							
CUSM1L (Local Measure)	Efficient Complaints Handling The percentage of initial complaints responded to within 10 working days.	Higher	68.54%	76%	80%	Improvement	
FINANCE							
DWP1L (Local Measure)	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) - new claims.	Lower	New PI for 2011/12	17.3 days	18 days	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
DWP2L (Local Measure)	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) - change events.	Lower	New PI for 2011/12	6.44 days	9 days	Improvement	
CFH/006	The percentage of undisputed invoices which were paid within 30 days.	Higher	92.76%	87.93%	95%	Improvement	SID
ASSETS & TRANSPORTATION							
EEF/002ai IP1.3.4 IP 6.5.4 IP10.3.1	Percentage reduction in carbon dioxide emissions in the non domestic public building stock.	Higher	2.89%	3.88%	5%	Improvement & Improvement Success Measure	
IA3.1L1 (Local Measure)	Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock.	Higher	64.1 Average SAP Rating	66.7% Average SAP Rating	68 Average SAP Rating	Improvement	
THS/007 IP5.10.1. & 6.6.1	The percentage of adults aged 60+ who hold a concessionary travel pass.	Higher	73.24%	76.25%	78%	Improvement & Improvement Success Measure	NSI
PLANNING							
PLA/004a	The percentage of major planning applications determined during the year within 13 weeks.	Higher	32.76%	29%	39%	Improvement	SID
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks.	Higher	57.46%	53.15%	65%	Improvement	SID
PLA/005	The percentage of enforcement cases resolved during the year within 12 weeks of receipt.	Higher	52.41%	73.12%	75%	Improvement	SID

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
PLA/006 IP8.3.1	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	Higher	52.41%	73.12%	75%	Incremental & Improvement Success Measure	SID
PUBLIC PROTECTION							
PPN/008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self assessment questionnaire during the year for Trading Standards.	Higher	68.79%	84.83%	70%	Improvement	SID
PPN/009 IP 5.9	The percentage of food establishments which are 'broadly' compliant with food hygiene standards	Higher	84.20%	82.96%	80%	Maintenance & Improvement Success Measure	PAM
PSR/007c	Of the Houses of Multiple Occupation (HMO) known to the local authority, the percentage that are subject to enforcement activity.	Lower	0%	0%	2%	Improvement	SID
PRS/008	The percentage of high risk private sector dwellings improved to an acceptable level.	Higher	Not Reported	Not yet formally reported by LGDU	75%	Improvement	SID
IA4.2L3 (Local Measure)	Develop targets for increasing satisfaction levels by 5% per year over baseline overall Satisfaction Rate of 78% identified in 2009/10.	Higher	Not Reported	Not Reported	83%	Improvement	

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
STREETSCENE							
WMT/004 IP10.2.2	The percentage of municipal waste collected by local authorities sent to landfill.	Lower	50.66%	47.72%	48%	Incremental & Improvement Success Measure	PAM & NSI
WMT/008i IP10.2.3	The percentage of local authority collected municipal waste prepared for reuse.	Higher	1%	0.91%	2%	Incremental & Improvement Success Measure	SID
WMT/008ii IP10.2.3	The percentage of local authority collected municipal waste recycled.	Higher	22.57%	23.93%	30%	Maintenance & Improvement Success Measure	SID
WMT/008iii IP10.2.3	The percentage of local authority collected municipal waste collected as source segregated bio wastes and composted or treated biologically in another way	Higher	19.03%	24.18%	20%	Incremental & Improvement Success Measure	SID
WMT/009a	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Higher	42.60%	49.02%	52%	Incremental & Improvement Success Measure	PAM & NSI

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
EDUCATION							
EDU/002aiL (Local Measure)	The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	12 pupils	7 pupils	10 pupils	Improvement	
EDU/002aiiL (Local Measure)	The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Lower	0 pupils	1 pupil	0 pupils	Improvement	
EDU/002i	The percentage of all pupils (including those in local authority care) in any local authority maintained school aged 15 as of the preceding 31st August who leave education, training or work based learning without an approved external qualification	Lower	0.69%	0.39%	0.60%	Improvement	PAM & NSI

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as of the preceding 31st August who leave compulsory education, training or work based learning without an approved external qualification	Lower	21.43%	0.00%	10%	Improvement	NSI
EDU/009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	Lower	32 days	2 days	3 days	Improvement	SID
EDU/011	The average point score for pupils aged 15 as of preceding 31st August, in schools maintained by the local authority.	Higher	385.07 pointscore	413.53pointscore	459 pointscore	Improvement	PAM & NSI
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions.	Higher	100%	100%	100%	Improvement	NSI
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months.	Lower	17.36%	9.52%	6%	Improvement	NSI

Ref.	Short Description	Direction of Positive Performance	Value 2010/11	Value 2011/12	Target 2012/13	Target Classification	NSI, PAM or SID
SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment.	Higher	0%	62.50%	25%	Improvement	SID
SCC/036	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment.	Higher	25.00%	18.75%	40%	Improvement	SID
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting.	Higher	77.67 points	103.46 points	186 points	Improvement	NSI
LEISURE							
LCL/001b IP9.7.1	The number of visits to Public Libraries during the year, per, 1,000 population	Higher	6252	5496	5750	Improvement Success Measure	NSI

FLINTSHIRE COUNTY COUNCIL IMPROVEMENT PLAN 2012 - 2017 V1.1 OCTOBER 2012

PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

No.	RAG Status	Council Priority (Primary)	Council Priority (Secondary)	Completion Date	Directorate / Corporate Services	Primary Lead / HoS	Intended Outcomes and Strategic Targets/Key Evidence	PROGRESS RAG Status	OUTCOME RAG Status	Progress to Date and Future Actions
1		To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	1.1 To achieve the change and efficiency objectives of the Flintshire Futures Programme	On-going	Corporate Services	Colin Everett	<p>OUTCOMES:</p> <ol style="list-style-type: none"> A four year organisational change programme with efficiencies identified and costed with an underpinned resourcing and activity plan The goals of the Medium Term Financial Strategy (MTFS) met by the Flintshire Futures Programme with resources released for re-investment against priorities The impacts for improved customer services met <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Flintshire Futures Strategy and efficiency outputs (1) (2) Medium Term Financial Plan and annual budgets (2) Performance data against Customer Service Strategy objectives (3) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Identification and development of projects across Corporate Change, Service Change, Regional Collaboration and Local County Collaboration Refreshed programme management arrangements Project capacity re-aligned where required Five corporate change workstreams reviewed to establish goals, objectives/milestones, hard targets, capacity and capital expenditure requirements. Integration of Flintshire Futures project efficiencies into the Medium Term Financial Plan Benefits realisation approach developed for use with all projects <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Respond to proposals and efficiency targets for all 5 corporate change workstreams and give urgent attention to higher risk projects under improved governance arrangements Greater urgency and ambition from CMT and senior officers in programme & project management and strategic decision-making under improved governance arrangements Enhance project capacity as required for higher risk projects where a business case justifies investment
			1.2 To adopt an accurate forecasting model for finances and costs for the medium term	On-going	Corporate Services	Kerry Feather	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Medium Term Financial Plan and annual budgets underpinned by consistent and robust forecasting Forecasting and risk management systems aligned <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Medium Term Financial Plan model (1) Annual budgets (1) In-year financial performance (1) (2) In-year risk management (1) (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> A forecasting model was incorporated within the Medium Term Financial Strategy adopted by Council in June 2011 The model was fully utilised in the 2012/13 budget process. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Continued use of the adopted model to refine and improve forecasting for input and to improve the robustness of the Medium Term Financial Plan.
			1.3 To reduce asset costs and maximise income and receipts	Dec-16	Corporate Services	Neal Cockerton / Kerry Feather	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Reduced running costs through rationalisation of property portfolio for reinvestment against priorities Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set. <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Reduce assets costs e.g. cost per square metre (1) Reduction in total area of office accommodation (1) Capital receipt targets in forward capital programme met (2) EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (3) 2012-13 Target = 5% 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Identification of lease releases programme. Ty Messen decanted and staff relocated to Flint. Development of an initial 10 year capital strategy. Mobile and agile working mobilised in some services; releasing space Ongoing programme of activity. Identification of partners for Flintshire Connects hubs. Identified for Holywell. Specific for each hub. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Asset rationalisation through lease release and property disposals. Reduce the current level of office accommodation through the increased use of agile and mobile working Develop Flintshire Connects in partnership with other public sector and third sector organisations. Further develop the 10 year Capital Strategy to take full account of asset needs available following opportunities for disposal to maximise capital reserves availability.
			1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income	Mar-13	Corporate Services	Kerry Feather	<p>OUTCOMES:</p> <ol style="list-style-type: none"> A single integrated fees and charges policy adopted and maintained Income levels raised to targets to support annual budgeting <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Fees and charges policy and operation (1) Financial performance against targets (2) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Opportunities to increase existing or implement new charges have been identified for consideration following a review undertaken by Deloitte Initial member workshop held on 24/11/11. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Develop and implement policy Fees and charges review integrated into Flintshire Futures Finance workstreams Consideration of new/increased fees and charges for introduction as part of MTEP and budget 2013/14

			1.5 To extend agile working within the workforce	Mar-15	Corporate Services	Neal Cockerton / Chris Guest	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Reduction in office space and associated costs Increased flexibility and work style options for workforce More responsive and customer service in functional areas prioritised <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Reduction in total area of office accommodation (1) Reduction in office costs (1) (2) Increased numbers of staff working in an agile way (2) Performance against Customer Services Strategy objectives (3) 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Development of agile working principles New telephony system being rolled out Electronic document management system procured and being piloted <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Apply agile working principles consistently Early intervention of identified office moves to maximise potential use of agile working Align enabling projects to support agile working e.g. EDRMS, ICT facilities including telephony Develop toolkit to support managers with agile working implementation
			1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority	Mar-13	Corporate Services	Chris Guest	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Increased compliance with and efficiency from corporate contracts Process efficiencies from ordering and invoice processing Improved spend control from commitment accounting and budget monitoring prior to placing orders <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Percentage of service units using the P2P solution (1) (2) (3) Achieve targeted efficiencies through the use of P2P (2) Compliance with financial regulations (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> P2P system procured Project Manager in place Pilot P2P system in Corporate Services <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Roll-out the P2P system to the other service areas within Corporate Services before end of March 2012. Continue to engage with suppliers in order to obtain increased numbers of electronic catalogues and e-invoices. Review the entire supplier database in order to classify suppliers, in order to obtain better expenditure management information as well as rationalise the number of suppliers used.
2		To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	2.1 To implement the adopted collaborative projects at regional and sub-regional level	On-going	Corporate Services	Colin Everett	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Agreement of a regional portfolio of collaborative projects to meet Welsh Government, regional and local ambitions for public service reform To implement those projects adopted at final business case stage and achieve the resilience, improvement and efficiency targets set. <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Records of regional meetings (1) Programme / project plans (1) Implementation of agreements / plans (2) Performance and financial planning and monitoring (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Regional collaboration in key service areas developed and implemented: Social Services commissioning hub and School Improvement Other projects at key procurement milestones e.g. North Wales Residual Waste Treatment and North Wales Food Waste projects Protocol for governance and performance monitoring for collaboration projects agreed. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Ensure business cases for key projects are tested and adopted internally in accordance with project timescales Raise member confidence in the transition to collaborative projects through implementation of the governance protocol
			2.2 To achieve the set efficiency targets from the collaborative projects	On-going	Corporate Services	Colin Everett	<p>OUTCOMES:</p> <ol style="list-style-type: none"> To achieve the financial efficiencies set for each project To recycle the efficiencies to support council priorities in the Medium Term Financial Plan / annual budgeting <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Project implementation plans (1) Medium Term Financial Plan (2) Annual budgeting (2) 	GREEN	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Efficiencies been identified Targets built into Medium Term Financial Plan <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Set and track robust efficiency targets for each key project as part of 2.1 above Build ongoing target profiles into the Medium Term Financial Plan Mature the internal systems for identifying the source of the efficiencies and extracting them

3		To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	3.1 Achieve a legal, acceptable and affordable Single Status Agreement	Date under review	Corporate Services	Helen Stappleton	<p>OUTCOMES:</p> <ol style="list-style-type: none"> To agree a legal, acceptable and affordable Agreement To implement the Agreement without disruption to council services To have fully provided for the financial impacts of the Agreement within assigned resources <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Record of Agreement development and adoption (1) Service performance records (2) Medium Term Financial Plan / annual budgets (3) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Single Status Project Board renewed commitment and endorsement of revised project plan (12/11) 9 work streams of phase 1 have been completed Most elements of phase 2 projects are well progressed and near completion All parties / key stakeholders (management / employer, Elected Members and Trade Unions) are clear re their commitments / actions and deliver according to the plan The verification of the Council's rank order has been completed. Data verification exercise for establishing the details of posts within scope and reconciliation of associated budget is largely completed Joint pay modelling and negotiations on Part 3 terms and conditions of employment with Trade Unions is well underway and due to be completed by end of November 2012 <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Conclude pay modelling and Part 3 negotiations and produce a proposed Collective Agreement for consideration by Elected Members Manage the delivery of the project in accordance with the agreed Project Plan and within agreed timescales Ensure that all parties / key stakeholder (management / employer, Elected Members and Trade Unions) are clear re their commitments / actions and deliver according to the plan Communicate regularly to the workforce to update on progress and to maintain confidence in delivery of the project. Cabinet report November 2012 will provide further details on future plan and timeframes.
			3.2 Negotiate an Equal Pay Settlement	Date under review	Corporate Services	Helen Stappleton	<p>DATE UNDER REVIEW</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Record of Equal Pay Settlement Strategy for the organisation (1) Evidence of 'sign up' to individual compromise agreements, including protection from any future liability (1) Medium Term Financial Plan / Annual Budget (2) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Options for defining Flintshire's Settlement Strategy are under review Project plan actions defined for Equal Pay, identifying inter-dependencies with the Single Status Project The Council's rank order is completed and has assisted with identifying the Council's Equal Pay risk areas The Council's potential Equal Pay liability has been estimated but is subject to further work and review. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Consider outcome of Pay modelling exercise to fully define the Council's proposed Settlement Strategy Hold discussions with Trade Unions on the proposed Settlement Strategy (due to take place in late November 2012) Finalise the project plan for delivering the strategy, identifying the clear interdependencies with the Single Status project Identify the potential liabilities / associated costs and incorporate into overall Affordability Strategy (for Single Status and Equal Pay) Negotiate and apply an appropriate formula for settling claims and potential future liability that is fair and affordable Define process for making offers to claimants is established Cabinet report November 2012 will provide further details on future plan and timeframes.
			3.3 To complete the review of human resources policies as a modern employer	On-going	Corporate Services	Helen Stappleton	<p>OUTCOMES:</p> <ol style="list-style-type: none"> To have adopted a set of human resources policies that are modern and meet the current and future needs of the organisation To have implemented the policies to meet the business needs of the organisation and the objectives of the Customer Services Strategy <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Number of Human Resources policies reviewed within target timescales (1) Implementation plans (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Existing HR policies and procedures have been reviewed accordingly. An initial review to scope the HR Policies to be reviewed for the next 12 months has been developed to ensure that Agile Working is supported and enabled Reviews of key policies including a revised Competency Framework and Appraisal system are near completion. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Carry out the review and development of the identified HR Policies to meet the future requirements of the organisation Design a programme of implementation for revised policies and procedures as appropriate

4	To achieve the highest standards of customer services and care through our Customer Service Strategy	4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	Dec-12	Corporate Services	Clare Budden	<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Model blueprint for Flintshire Connect Centres 2. Increased choice of localised access to council services 3. Increased choice of localised access to other public/third sector services <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Opening of the first Flintshire Connects Centre in Holywell during the Summer of 2012 (1) (2) (3) 2. Increased range of face to face services available on a local basis (2) 3. Partners involved at Flintshire Connects offering public services (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Executive (13/12/11) approved the opening of the first Flintshire Connects Centre in Holywell during the Summer of 2012. 2. A series of briefings and workshop sessions have been held for elected members, managers and employees to further develop a robust programme for the establishment of six Flintshire Connects across the county during the next three years 3. Partnership Board in place. 4. Services identified and agreed to be delivered through Flintshire Connects 5. Lease in place and contract awarded for building work for Holywell Flintshire Connects centre 6. Agreement with North Wales Police to share accommodation and counter space at Holywell. 7. Recruitment process commenced for Flintshire Connects Customer Service Advisors. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Customer Services advisors to be appointed and trained. 2. Proposals for other Flintshire Connects centres to be developed. 3. Communication plan to be developed with partners.
		4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	On-going	Corporate Services	Chris Guest	<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Website improved with more customers accessing more services electronically 2. Standardisation of customer contact for key services 3. Increased usage of more efficient and effective customer channels <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Increased usage of website transactions for prioritised services (1) (3) 2. Standards and consistencies established for prioritised services (1) (2) 3. New content management system procured (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Channel Shift Project underway to focus on moving customers to cheaper ways of contacting the council. 2. Project aligns to the proposals for Flintshire Connects centres which will focus on providing joined up public services within communities. 3. Types of customer contact analysed and two services identified as a priority for making fully transactional via the website: School admissions and Concessionary travel. 4. Robust Equality Impact Assessment completed to identify appropriate customer consultation. 5. Website secured 3 star rating in annual "Better Connected" report, which is an assessment of all Council websites in the, this is an improvement on the 2 star rating last year. Planning area of website commended as an example of best practice. 6. CMS procurement underway with Denbighshire and Conwy, estimated date for full CMS implementation March 2013 <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop plans for offering alternative choices of accessing council services through mobile technology and social media. 2. Continue to work with department to identify improvements to content additional transactional services. 3. Use customer data from new CRM system to identify priorities for development.
		4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-13	Corporate Services	Chris Guest	<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Improved performance for telephone call handling for all Streetscene services 2. Positive impacts on customer care through new workforce training offer 3. Improved and consistent customer service across all access channels and all services <p>KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Opening of the Customer Contact Centre within targeted timescale (1) (2) (3) 2. Customer service training developed and delivered (2) 3. Performance monitoring reports (1) 4. Implementation of Customer Relationship Management System (3) 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Developed and implemented Flintshire Customer Service Award in Housing and Environment. 2. Streetscene contact centre implemented staff to transfer to Customer Service in June, 2012. 3. CRM system live to record all customer interaction via web, face to face and contact centre. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Roll out the Flintshire Customer Service Award across the council 2. Identify and prioritise other services for contact centre operations 3. Review and refresh of corporate customer care standards 4. Complete review of Customer Services Division
5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	5.1.1 Develop robust commissioning arrangements for Out of County Placements ensuring stability in resource planning and providing children with the best possible start in life	Dec-12	Community Services	Carol Salmon / Peter Robson / Jeanette Rock	<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Improved quality and cost effectiveness of children's placements 2. Sustainable financial resource to support children's out of county placements <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. SCC/004 Children looked after - placement stability (1) 2012-13 Target = below 5% 2. SCC/025 Children looked after - statutory visits (1) 2012-13 Target = 93% 2. Reduction in spend per placement sustained or improved (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Improvements made to existing processes and guidance issued regarding the new Options Appraisal forms for all future submissions to the Out of County Placement Panel. 2. A Flintshire Framework of Providers has been established. The Out of County Placement Panel is ensuring that lead practitioners are adhering to the Framework. 3. New regional commissioning hub is learning from Flintshire experience 4. SCC/025 statutory visits for Children Looked After is above target at Q1 5. £440K saving in an 18 month period ending March 2012 6. Arosfa residential short break facility has been completed. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop internal commissioning capacity 2. Increase pool of foster carers 3. Improve assessment and monitoring to maximise resources

5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life	On-going	Community Services	Carol Salmon/ Jeanette Rock	<p>OUTCOMES:</p> <p>1. Looked after children are supported by the Council as a whole to achieve the best positive outcomes in life</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>1. Regular reports to Members will highlight progress towards academic outcomes commensurate with each individual's ability (1)</p> <p>2. Looked after children performance measures set and monitored (1)</p>	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <p>1. Corporate Parenting questionnaire completed and analysed</p> <p>2. Forward Work Plan for Children's Services Forum will be in place after LG elections 2012</p> <p>3. A2A card for young carers and looked after children launched in June 2012.</p> <p>4. The Forward Work Programme for the Children's Services Forum has been approved.</p> <p>FUTURE ACTIONS:</p> <p>1. Continue to work with Housing colleagues to ensure that the housing needs of care leavers are planned for and realised (see 7.3)</p> <p>2. Self-assessment of the Children's Services Forum to be undertaken to develop an action plan to increase the awareness of and the effectiveness of the Forum and its work by November 2012</p> <p>3. Pride of Flintshire Awards in November 2012</p> <p>4. Implement the action plan for the A2A card.</p>
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Dec-12	Community Services	Carol Salmon/ Alwyn Jones	<p>OUTCOMES:</p> <p>1. Effective safeguarding practice, meeting legal and policy objectives, both preventative and reactive</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>1. CSSIW inspection (1)</p> <p>2. LSCB review (1)</p> <p>3. Governance arrangements for new Board (1)</p> <p>4. SCC/045 Child protection reviews carried out in timescales (1)</p> <p>2012-13 Target to be confirmed</p> <p>5. POVA - annual report (1)</p>	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <p>1. Second Safeguarding Manager in Social Services for Children recruited and in post.</p> <p>2. Implementation of new Safeguarding Unit from 1.12.11</p> <p>3. Joint Local Safeguarding Children Board (LSCB) with Wrexham established 1.4.11</p> <p>4. Improved awareness and increased levels of referral for vulnerable adults</p> <p>5. Agreement to funding to enhance safeguarding of vulnerable adults</p> <p>6. SCC/045 child protection reviews carried out on timescale is on target</p> <p>7. Positive CSSIW inspection report for Children's Services March 2012</p> <p>FUTURE ACTIONS:</p> <p>1. Target Inclusion Strategy meetings with Children's Services to regularly focus and review safeguarding arrangements</p> <p>2. Embed new safeguarding staffing arrangements for protection of vulnerable adults (POVA) by Dec 2012</p> <p>3. Review safeguarding arrangements for children with a disability in Transition</p>
5.5 Implement the Integrated Family Support Services initiative (also 7)	Apr-13	Community Services	Carol Salmon/ Neil Ayling / Alwyn Jones	<p>OUTCOMES:</p> <p>1. Improved quality of life and life chances of vulnerable families with substance misuse problems through an integrated multi agency approach</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>1. Developmental pioneer service reviewed (1)</p> <p>2. Commissioning strategy implemented (1)</p>	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <p>1. Training has been provided by WCBC and purchased from WG</p> <p>2. Presentation to relevant FCC staff in 2011.</p> <p>3. All pioneer sights reviewed to inform Flintshire proposal</p> <p>4. Brief completed to inform development of Commissioning Strategy</p> <p>5. Shadow arrangements with WCBC colleagues on IFSS Team explored.</p> <p>6. Regional meetings convened by the Heads of Children's Services to develop a regional approach.</p> <p>FUTURE ACTIONS:</p> <p>1. Complete Commissioning Strategy</p> <p>2. Agree implementation plan</p>
5.6 Introduce Civil Parking Enforcement (CPE)	Sep-13	Environment	Neal Cockerton	<p>OUTCOMES:</p> <p>1. Reduction in traffic congestion</p> <p>2. Positive impact of local town centre economies</p> <p>3. Reduced journey times within the County</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>1. Number of enforcement notices for on street parking (1)</p> <p>2. Punctuality of public transport (1) (2) (3)</p> <p>3. Number of new business start-ups in Flintshire (2)</p>	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <p>1. Consultation activity in progress with Mold and Holywell Town & Community Council</p> <p>FUTURE ACTIONS:</p> <p>1. Formal application for CPE Powers to Welsh Government.</p> <p>2. Consultation with key stakeholders to be undertaken.</p> <p>3. Consultation with Members and approval of business plan.</p>
5.7 Introduce Customer Access Points (Flintshire Connects)	Dec-12	Community Services	Clare Budden	<p>OUTCOMES:</p> <p>1. Model blueprint for Flintshire Connect centres above</p> <p>2. Increased choice on localised access to council services</p> <p>3. Increased choice of localised access to other public/third sector services</p> <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>1. Opening of the first Flintshire Connects Centre in Holywell during the Summer of 2012 (1) (2) (3)</p> <p>2. Increased range of face to face services available on a local basis (2)</p> <p>3. Partners involved at Flintshire Connects offering public services (3)</p>	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <p>1. Developed and implemented Flintshire Customer Service Award in Housing and Environment.</p> <p>2. Streetscene contact centre implemented staff to transfer to Customer Service in June, 2012.</p> <p>3. CRM system live to record all customer interaction via web, face to face and contact centre.</p> <p>FUTURE ACTIONS:</p> <p>1. Roll out the Flintshire Customer Service Award across the council</p> <p>2. Identify and prioritise other services for contact centre operations</p> <p>3. Review and refresh of corporate customer care standards</p> <p>4. Complete review of Customer Services Division</p>

				<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. A modernised set of Streetscene services 2. Improved access to service and improved responsiveness 3. Improved performance for telephone call handling for all Streetscene service-required. <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Integrated service provision and cross service operation. (1) 2. Streetscene performance standards met (2) 3. Customer Contact Centre targets within streetscene met. 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Assimilation process into new roles within Streetscene structure completed 2. All posts fully staffed by March 2012 3. Implementation of contact centre and CRM for Streetscene services commenced 4. Generic Streetscene operational posts introduced April 1st 5. Formal launch of new service 5 March 2012. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop and implement technology solutions to support the contact centre improving how requests for service are recorded and allocated for action 2. Phased introduction of new working patterns to all services.
				<p>OUTCOME:</p> <ol style="list-style-type: none"> 1. Full compliance with new recommendations by the local business sector <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards (1) 2012-13 Target = 80% 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. All new inspections are undertaken in line with the new E coli guidance issued by the Food Standards Agency. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Full implementation of Communication strategy. 2. Formal training for officers on new guidance to be provided by the Food Standards Agency Wales.
				<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. THS/007 - The percentage of adults aged 60+ who hold a concessionary travel pass (1) (2) (3) 2012-13 Target = 78% 2. TAITH annual work programme endorsed (1) (2) (3) 3. TAITH annual work programme completed (1) (2) (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Taith programme for 2011/12 successfully complete. The 2012/13 programme has been identified and development and delivery work is underway. 2. Employee Travel Survey consultation period ended 3. Cycle to work scheme currently being promoted. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Implement work stream flows from Regional Transport Plan to tie in with the TAITH work programme 2. Develop cycle routes, integrated multi modal hubs, creation of new walking routes 3. Develop car share policies and schemes, for council employees this will be informed by the Employee Travel Survey 4. Creation of integrated transportation 5. Promote concessionary travel passes 6. Develop solutions and responses to the revised National Transport Plan
				<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Siting of public conveniences to meet local and visitor demand 2. Consistent and improved standards of provision <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Increase in provision through local businesses (1) (2) 2. Meets approved cleanliness standards (2) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Review established to consider options for future provision and has been considered by Scrutiny and full Equalities Impact Assessment completed <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop the review, following comments from Members at Environment O&S Committee
6		To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty		<p>OUTCOME:</p> <ol style="list-style-type: none"> 1. More consistent approach to planning decision making 2. WG approval of LDP delivery timetable 3. Adoption of LDP <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Number of planning decisions taken against officer recommendation (1) 2. LDP delivery agreement submitted to WG for approval (2) 3. LDP adopted by Full Council (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. UDP adopted 2. Public announcement made of adoption 3. Commencement Order received <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Seek commencement order for work on LDP 2. Begin preparation of evidence base 3. Establish Governance arrangements 4. Agree Delivery Agreement
				<p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Town centre master plans approved 2. Increased footfall in town centres and consolidated / improved business presence in town centres 3. Improved local town centre environments <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> 1. Capital expenditure against master plan priorities (1) 2. Reduction in the number of void properties (2) (3) 3. Increased footfall (2) 	GREEN	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> 1. Master Plan has been completed for Buckley, Connah's Quay and Shotton town centres. 2. Buckley Development Brief in progress. 3. Flint Market trial has been extended until July 2012. 4. Consultants have been appointed to develop the Master Plan for Flint. 5. £4m secured from European Regional Development Fund for Wrexham/Flintshire to support physical improvements and business grants. 6. Successful events programme in Mold and Holywell brought over 2,000 visitors into the town centres. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> 1. Continue to develop proposals for the regeneration of Buckley 2. Extension of Flint Market trial until July 2012 3. Complete Master Plan for Flint

6.3 Support the Deeside Renewal Area Programme (also 5 and 8)	Dec-17	Environment	Neal Cockerton/ Dave Heggarty	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Increased local employment rates Improved energy efficiency in housing stock <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Reduction in the number and percentage of residents in the DRA area registered for Job Seekers Allowance (1) Energy consumption of housing stock in DRA area (2) Number of new business start-ups in Flintshire (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Enterprise Zone status confirmed by WG for Northern Gateway Site <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Development of sustainable modes of travel within the renewal area Deliver and support land transactions Ensure energy efficient policies adopted in any development of the renewal area Take forward the wider Deeside Regeneration Area programme, including the Deeside Neighbourhood Renewal Area (NRA) Coordinate the work of the Town Action Plans / NRA / Communities First
6.4 Promote the development of the Deeside Growth Zone	On-going	Environment	Dave Heggarty	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Incentives package for inward investment agreed with WG Increased number of jobs available in advanced manufacturing New business re-locations / start-ups / growth <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Inward investment package agreed (1) Number of new advanced manufacturing jobs created (2) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Successful bid to WG re. Enterprise Zone <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Further work with our partners to set out a programme to secure investment and jobs in the area.
6.5 Rationalisation of property and land estate	Dec-16	Environment	Neal Cockerton	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Reduced running costs through rationalisation of property portfolio for reinvestment against priorities Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Reduce assets costs e.g. cost per square metre (1) Reduction in total area of office accommodation (1) Capital receipt targets in forward capital programme met (2) EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (3) 2012-13 Target = 5% 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Identification of lease releases programme. Ty Messen decanted and staff relocated to Flint. Development of 10 year capital strategy. Mobile and agile working mobilised in some services; releasing space Ongoing programme of activity. Identification of partners for Flintshire Connects hubs. Identified for Holywell. Specific for each hub. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Asset rationalisation through lease release and property disposals. Reduce the current level of office accommodation through the increased use of agile and mobile working Develop Flintshire Connects in partnership with other public sector and third sector organisations. The Capital Strategy for the forward 10 year capital programme takes full account of asset needs and opportunities for disposal to maximise capital reserves availability.
6.6 Complete TAITH work programmes (also 10)	Apr-12	Environment	Neal Cockerton	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Positive alternatives to single occupancy car travel on offer Road traffic levels reduced Reduced carbon footprint <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> THS/007 - The percentage of adults aged 60+ who hold a concessionary travel pass (1) (2) (3) 2012-13 Target = 78% TAITH annual work programme endorsed (1) (2) (3) TAITH annual work programme completed (1) (2) (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Taith programme for 2011/12 successfully complete. The 2012/13 programme has been identified and development and delivery work is underway. Employee Travel Survey consultation period ended Cycle to work scheme currently being promoted. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Implement work stream flows from Regional Transport Plan to tie in with the TAITH work programme Develop cycle routes, integrated multi modal hubs, creation of new walking routes Develop car share policies and schemes, for council employees this will be informed by the Employee Travel Survey Creation of integrated transportation Promote concessionary travel passes Develop solutions and responses to the revised National Transport Plan
6.7 Development of skills to align with business needs	On-going	Environment	Dave Heggarty / Kevin Grandfield	<p>OUTCOME:</p> <ol style="list-style-type: none"> Skills 'gap' identified with local business community with a strategy adopted to close the 'gap' More sustainable local employment market created Local business competitiveness sustained <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Number of new business start-ups in Flintshire (2) (3) Decrease in the number of NEETs in Flintshire (1) (2) Numbers of residents enrolling on further and higher education courses (1) (2) Alignment of education and training programmes to meet skills gap (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Provision of Weekly Job Clubs in all CF areas; supporting around 25 people per week. Staff have developed and focused their skills into supporting the employability agenda for local people. Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Continue provision of weekly job clubs by CF area teams Support the employability agenda for local people Further support of residents in job search, CV writing, job applications and training referrals

6.8 Encourage and retain business investment in Flintshire	On-going	Environment	Dave Heggarty	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Increased business investment in Flintshire Increased number of jobs in Flintshire Local business competitiveness sustained <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Number of new business start-ups (1) (2) Number of jobs in Flintshire (2) Number of business closures (3) 	GREEN	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Buckley development process underway currently Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met Working with businesses to develop infrastructure to meet future demands Introduced Flintshire Open for Business to encourage county based and potential inward investment. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Identification of development sites within town centres Further work in partnership with businesses and organisations to up-skill employees and ensure future skills requirements are met Continue work with businesses to develop infrastructure to meet future demands Promote and further improve Flintshire Open for Business to encourage inward investment.
6.9 Implement the Families First initiative (also 5)	Oct-12	Community Services	Carol Salmon / Ian Budd	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Mitigation of the impact of poverty on families in Flintshire Rate of families supported to improve quality of life and life chances Impact on referral rate to other statutory services for support <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Services reviewed and commissioned (1) (2) Plan approved and budget confirmed (1) (2) Referral rate to other statutory services (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:- Completed</p> <ol style="list-style-type: none"> Plan has been implemented Commissioning Strategy implemented
6.10 Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future	Mar-12	Community Services	Alan Butterworth	<p>OUTCOMES:</p> <ol style="list-style-type: none"> The care home market is sustainable and provides high quality and appropriate care for local people <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Model for care fees approved across 3 counties and with care providers (1) Decisions taken to financially support new care model in 3 counties (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> A sub-regional model has been agreed with WCBC and DCC and with Care Forum Wales. Consultation has taken place with local care home owners. Local data has been collected and validated. Care homes have been informed of the new rates for 12/13, which are within the Directorate's allocated budget. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Review & adapt the model Work with the 3 North West counties and BCU to create a pan-North Wales model.
6.11 Develop a strategy to manage the impacts of Welfare Reform	Oct-13	Community Services	Clare Budden / Kerry Feather	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Adoption and implementation of a comprehensive Welfare Reform Strategy to protect those vulnerable to poverty through welfare reform Adoption and implementation of a homeless prevention plan Rate of vulnerable people prevented from becoming homeless Implementation of new Council Tax Benefit Scheme from April 2013. Effective transition of Housing Benefit administration to DWP. Financial implications fully identified and included in MTFP. <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Welfare Reform Strategy adopted (1) Welfare rights / benefit advice and achievement statistics (1) Homeless prevention strategy adopted (2) HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (3) 2012-13 Target = 90% Council Tax Benefit Scheme adopted and in operation (4) Successful transfer of the administration of Housing Costs to the DWP (5) Medium Term Financial Plan (6) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> WG support funding for additional officer for 18 months to minimise effects of reduction to local housing allowance Increased number of residents supported to access social security benefits Introduction of Flintshire Family Bond scheme Identification of most vulnerable households Additional temporary homelessness accommodation planned Profiling of working age tenants claiming housing benefit who rent from the local authority Briefing sessions to local members, internal and external staff, private landlords Executive endorsement of a Community Leadership risk (01/12) Welfare Reform Board established Project management and project plan arrangements put in place Multi-agency working established <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Continue to develop corporate awareness of the potential impacts for the Community and internally Continue to engage with professional groups, external partners, stakeholders etc. Implement required actions to develop Welfare Reform Strategy
6.12 Extend and enhance the type of education, employment and training (EET) opportunities available for young people	TBC	Lifelong Learning	Ian Budd	To be developed	TBC	TBC	

			6.13 Develop an outline Master Plan for Social Enterprise and Co-Operatives in Flintshire	TBC	Community Services	Neil Ayling	To be developed		TBC	TBC	To be developed
7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	7.1 Transform Social Services for Adults to promote independence and build community capacity	Mar-13	Community Services	Alwyn Jones	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Adults in Flintshire diverted from statutory services where appropriate Enhanced provision of local services on a multi-agency basis for complex needs A model for transformed service developed and implemented and service change targets met Services commissioned to meet needs of carers. <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Model of transformed service agreed by Council (1) (2) Roll out of locality model piloted in Deeside by 09/12 (1) (2) (3) Range of commissioned services (4) Three locality Social Work & Occupational Therapy teams will be established and will be co-located with health. 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Strategic needs analysis completed Detailed workstreams agreed and action plans in progress and on target Phase I restructure approved at Executive in November 2011 and now in place Phase II development commenced February 2012 JEQ process commencing for phase 2 Finance and IT involved in redesign of services Carers' Commissioning Strategy 2012-2015 adopted 3 Locality social work and OT teams established within Social Services Oct 2012 <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Implement Carer's Commissioning Strategy Implement the themes from the TSSA Action Plan 		
7.2 Expand the Council's extra care housing provision (also 8)		Apr-13	Community Services	Alan Butterworth / Clare Budden	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Increased rate of personalised support for independent living in the community <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Opening of the new Mold Extra Care Scheme (1) Agreement of a strategy for further extra care/equivalent schemes (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> The Mold Extra Care Scheme has been approved by WG. Initial discussions have taken place with local RSLs about the potential for developing further schemes. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Complete strategic needs analysis to determine resource capacity across teams. Complete 2nd extra care scheme Continue discussions for potential further schemes. 			
7.3 Develop a range of temporary accommodation and independent living options for care leavers (also 8)		Mar-13	Community Services	Carol Salmon	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Prevent extended stays in existing temporary accommodation including bed and breakfast Care leavers receive a seamless, sensitive, service and are accommodated in safe and appropriate accommodation Care leavers develop the skills to live independently or with minimum support <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Number of additional accommodation units made available to care leavers (1) (2) (3) Review of Supported Lodging Schemes completed. (1) (2) (3) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Executive agreement for allocation of up to ten units per annum of accommodation from council stock for care leavers Developments agreed through a 2-day Housing and Childrens Services workshop Commission British Association for Adoption and Fostering to carry out review of Supported Lodgings Schemes in Flintshire <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Ongoing work with housing to expand choices available for care leavers post 18. Utilise report from BAAF to determine future placement options and choices 			
7.4 Develop new Supporting People services to strengthen homeless prevention (also 8 and 5)		Mar-12	Community Services	Alan Butterworth	<p>OUTCOME:</p> <ol style="list-style-type: none"> Improved support for young people with complex needs and those with HIV or AIDS <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Contract monitoring to ensure effective service meets needs of beneficiaries (1) 	GREEN	GREEN	<p>PROGRESS TO DATE:- completed</p> <ol style="list-style-type: none"> New Supporting People Services projects completed: <ul style="list-style-type: none"> i) Complex Needs Project for young people launched and ii) regional service for people with HIV or AIDS has been commissioned <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Services launched: no further actions 			
7.5 Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project) (also 8)		Mar-13	Community Services	Alan Butterworth	<p>OUTCOME:</p> <ol style="list-style-type: none"> Maximise income from charging for personal care and housing related support services within a fair and consistent policy that takes account of service users' ability to pay <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Agreement of Fees and Charges Policy (1) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Review existing Charging Policy Compare with other local authorities Identify options for change Assess impact of changes on individuals Members considered the proposals, but deferred a decision until 12/13. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Re-consideration by members as part of the corporate review of fees and charges for 2014 budget and as part of MTEP 			
7.6 Modernise the warden service		Mar-12	Community Services	Clare Budden	<p>OUTCOME:</p> <ol style="list-style-type: none"> Provide services based in the local community in accordance with individual needs Extend services to Flintshire residents living in their own homes <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Completion and evaluation of pilot (1) (2) Increase in number of local people supported by modernised warden service (1) (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Work is progressing ahead of schedule with modernisation and expansion of the warden service. The consultation phase was a huge success gaining praise from both members and tenants and leading to a Flintshire Excellence Award for best practice consultation. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Complete and evaluate six-month pilot as started in November 2011. 			

9.5 Deleted as been locally superseded by 9.2.							
9.6 Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Improved and modernised leisure offer with net increases in income and participation levels The introduction of new facilities (indoor bowling provision in Flintshire, a new children's soft play area and an enlarged fitness suite) with net increase in income and participation level Consolidation of administrative function across the service area with improved efficiency and consistency in accounts payable / receivable process and improved customer service at the first point of contact . <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Increase in income and participation levels (1) New facilities established and opened (2) Business & Administrative Head Office for Leisure Services created (3) 	AMBER	GREEN	<p>PROGRESS TO DATE: LEISURE</p> <ol style="list-style-type: none"> Partnership for renewal of Leisure Centres established Renewal of Deeside Leisure Centre complete <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Continue the re-development work at Flint Pavilion (due for completion in July 2012) in partnership with Alliance Leisure Services Continue redevelopment programme at other facilities Create a Business & Administrative Head Office for Leisure Services in the former fitness suite at Deeside Leisure Centre. Project work relating to the proposed move commenced in Quarter 4 2011/12 and Leisure Services is now due to vacate County Hall for Deeside Leisure Centre in June 2012.
9.7 Implement the priorities of the Libraries, Arts and Play Strategies (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	<p>OUTCOMES:</p> <p>LIBRARIES:</p> <ol style="list-style-type: none"> Service plan priorities and performance indicators met Rates of new users increased Contribute to and implement agreements from the pilot project in North Wales and Powys for collaboration <p>ARTS:</p> <ol style="list-style-type: none"> To increase participation in local cultural programmes <p>PLAY:</p> <ol style="list-style-type: none"> To improve the range and quality of local children's play area provision Increase play opportunities for children and participation rates <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <p>LIBRARIES:</p> <ol style="list-style-type: none"> LCL/001b - The number of visits to libraries (2) 2012-13 Target to be confirmed <p>ARTS:</p> <ol style="list-style-type: none"> Participation figures (1) <p>PLAY</p> <ol style="list-style-type: none"> Improved RAG status of children's play areas (1) 	AMBER	GREEN	<p>PROGRESS TO DATE: LIBRARIES, ARTS, PLAY</p> <p>LIBRARIES maintained number of online taster sessions, total of 718 adult learner sessions delivered in libraries</p> <ul style="list-style-type: none"> - assisted 8526 people to get online through Race Online campaign - increased number of children taking part in Summer Reading Challenge - 4.7% increase in 2011 - increased number of virtual library visits by over 30% - library membership increased by 5% <p>ARTS projects in schools delivered including 37 schools taking part in Dancefest, 20+ events over 2 weeks in March and artists in residence throughout the year.</p> <p>PLAY progress on upgrading play areas through match funding partnership</p> <p>FUTURE ACTIONS:</p> <p>LIBRARIES</p> <ol style="list-style-type: none"> Continue with collaboration agenda for shared Library Management System, pilot project in N Wales <p>introduce ebooks</p> <p>Continue to increase participation in Summer Reading Challenge</p> <p>ARTS</p> <p>To work with other N Wales authorities to create regional partnership projects and secure external funding.Arts</p> <p>Service plan priority to continue to develop new projects within the community and introduce Criw Celf and Candoco projects</p> <p>PLAY</p> <ol style="list-style-type: none"> The 2011/12 match-funding scheme for the improvement of 16 children's play areas during the financial year was completed. On 21 February 2012, Executive approved the match-funding scheme for a third consecutive year (2012/13). Commencement of targeted North East Wales Play provision in Higher Shotton (Central Drive, 12.00-3.00 p.m.) commenced on 28 January 2012 and willend in June 2012. The NEW Play team will then move to Sealand between 1 July-31 December 2012.
9.8 Implement the Youth Strategy (also 7 and 5)	TBC	Lifelong Learning	Tom Davies	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Increase the number of youth work sessions To make the service more viable through a reduction in resources committed to youth provision buildings <p>STRATEGIC TARGETS/KEY EVIDENCE:</p> <ol style="list-style-type: none"> Youth Service delivery schedule (1) Asset Management Plan (2) 	AMBER	AMBER	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Youth Strategy adopted Executive approved consultations around HR, but delayed premises. Consultation meetings began November 2011 <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Complete consultation and decision making on staffing issues
9.9 Facilitate support and provide a range of community events from high profile international events to locally organised community events	TBC	Lifelong Learning	Lawrence Rawsthorne	To be developed	TBC	TBC	To be developed

10	To protect, plan and develop sustainable natural and built environments	10.1 Develop a single integrated operational depot	Jan-13	Environment	Steve Jones	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Achieve planning consent for single integrated depot Depot opened and operating to performance and efficiency targets Area teams appointed with flexible roles to achieve service standards set <p>STRATEGIC TARGETS/ KEY EVIDENCE:</p> <ol style="list-style-type: none"> Receipt of planning certificate (1) Completion of building works (2) All operational employees located in single operational depot (2) All operational employees completed tailored training programme (3) 	AMBER	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> All operational services now based at Alltami Strategic winter maintenance depot retained at Halkyn Office Modelling contract commenced. Planning consent presented to June Committee. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Relocate staff following completion of remodelling Commission contract for depot remodelling Manage operations during construction period.
		10.2 Introduce the new waste collection system for residual, food and recyclates (also 5)	Oct-11	Environment	Steve Jones	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Successful transition to managed weekly collection changes across the County Waste sent to landfill minimised Recyclate material collected increased, meeting WG targets <p>STRATEGIC TARGETS/ KEY EVIDENCE:</p> <ol style="list-style-type: none"> All Flintshire residents included in managed weekly collections (1) WMT/004 - The percentage of municipal wastes sent to landfill (2) 2012-13 Target = 48% WMT/008 - The percentage of local authority collected municipal waste (3): <ol style="list-style-type: none"> prepared for reuse - 2012-13 Target = 2% recycled - 2012-13 Target = 30% collected as source segregated bio wastes and composted or treated biologically in another way - 2012-13 Target = 20% 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Full Managed Weekly Collection for all residents started 7th November Interactive maps to show individual collection arrangements now on website Review of Service Review completed. Improvement Action Plan agreed and implemented. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Monitor and review new managed weekly collection regime Ensure all properties are included on collection. Utilise website as communication tool for local residents Review of the new service to be completed and presented to full Executive in September Management of Improvement Action Plan
		10.3 Manage energy consumption within Council buildings	On-going	Environment	Neal Cockerton	<p>OUTCOMES:</p> <ol style="list-style-type: none"> Energy consumption reduced Net increase in use of renewable technology Reduction in carbon footprint <p>STRATEGIC TARGETS/ KEY EVIDENCE:</p> <ol style="list-style-type: none"> EEF/002a - Percentage reduction in carbon dioxide emissions in the non-domestic public building stock (1) (3) 2012-13 Target = 5% Number of SALIX schemes implemented (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> Extensive work has been undertaken in relation to environmental control management and new system provision. In addition renewable technologies have been utilised on a number of sites to support the overall strategy geared towards energy reduction. Ongoing Flintshire C.C. Capital spend to save, Salix spend to save as well as Salix energy efficiency loan schemes (SEELS) / programmes to reduce total energy use. Deeside Leisure Centre has been significantly refurbished in terms of facilities and from an energy perspective. Despite a large increase in operating floor area, 20% more customers, the sites energy consumption has been reduced. The installation of Automatic meter readings for all gas and most electricity supplies to all County Buildings is now complete. DEC renewals are currently ongoing for year to 31 March 2012 New surveys to produce DEC's for 500 to 1000 sq m sized premises (the next tranche of buildings requiring this E.U legislation) have also commenced. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Monitor environmental control management and new system provision Continue to utilise renewable technologies on appropriate sites Encourage all employees to complete E-Learning module Energy initiatives to become a standard item on team meeting agendas
		10.4 North Wales Residual Waste Treatment Project	Oct-16	Environment	Carl Longland	<p>OUTCOMES:</p> <ol style="list-style-type: none"> WG targets for recycling met New regional residual waste facility(ies) opened and operating to target <p>STRATEGIC TARGETS/ KEY EVIDENCE:</p> <ol style="list-style-type: none"> Meet WG targets for recycling and waste to landfill (1) Achieve affordable solution (2) New treatment process operational (2) 	GREEN	GREEN	<p>PROGRESS TO DATE:</p> <ol style="list-style-type: none"> An outline business case was developed in 2010 that was successful in securing £142m funding from WG. Procurement process was subsequently commenced in August 2010. Following a pre-qualification process, eight bidders were invited to submit online solutions to the Partnership in February 2011. Three bidders were subsequently invited to commence preparation of detailed solutions. Detailed solutions were submitted in late January 2012 in order to assist the partnership make a decision on whether road or rail should be utilised as main method of transporting the waste. Decision made by NWRWTP Joint Committee to favour rail as main method of transporting the waste made in March 2012 based on information from the bids and the feedback from the consultation process held in Summer / Autumn 2011. Refined bids received from bidders in April 2012 following decision noted in 5. above. <p>FUTURE ACTIONS:</p> <ol style="list-style-type: none"> Proceed to next stage of the procurement process in June/July 2012 where two bidders will progress

						<p>OUTCOMES: 1. WG targets for food waste collection / recycling met 2. New sub-regional food waste facility opened and operating to target</p> <p>STRATEGIC TARGETS/ KEY EVIDENCE: 1. Meet WG targets for food waste (1) 2. Achieve affordable solution (2) 3. New treatment process operational (2)</p>	AMBER	GREEN	<p>PROGRESS TO DATE: 1. Preferred bidder appointed, although they were not able to obtain necessary funding 2. Reserve bidder appointed</p> <p>FUTURE ACTIONS: 1. Project working towards financial and contractual close. At present there is approximately a 1 month delay on achieving financial close . 2. It is anticipated that a planning application will be submitted for the proposed treatment facility in September 2012. 3. It is anticipated that subject to planning consent having been granted, building work on the new facility will commence in February 2013 in order that it will be operational by April 2014</p>
						<p>OUTCOMES: 1. Tourism offer improved and net increase in tourism rates 2. Diversification of businesses in rural areas 3. Local infrastructure improved</p> <p>STRATEGIC TARGETS/ KEY EVIDENCE: 1. Visitor count to key tourism destinations (1) 2. New business start-ups in rural areas (2) 3. Range of broadband and highways infrastructure (3)</p>	GREEN	GREEN	<p>PROGRESS TO DATE: 1. New Flintshire Visitor Centre opened in Mold</p> <p>FUTURE ACTIONS: 1. Deliver two projects with a total value of just under £1.8 million: a) 'Town and Village Streetscape Enhancements' b) 'Linking Flintshire's Communities'</p>

FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL
DATE: THURSDAY, 25 OCTOBER 2012
REPORT BY: CHIEF EXECUTIVE
SUBJECT: ANNUAL PERFORMANCE REPORT 2011/12

1.00 PURPOSE OF REPORT

1.01 To endorse the 2011/12 draft Annual Performance Report for publication.

2.00 BACKGROUND

2.01 The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.

2.02 The requirements of the Measure are met through the "forward-looking" documents of the Council (Plan) Governance Framework and the Improvement Plan 2011/12, which set out the vision and priorities for the Council. The second statutory requirement of the Improvement Plan is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.

2.03 The Annual Performance Report must be endorsed by the full Council before publication.

3.00 CONSIDERATIONS

3.01 The Annual Performance Report for 2011/12 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2011/12 and further iterations as reported periodically. This assessment takes into consideration assessments of our performance, for each of the Improvement Priorities through: -

- Progress against key actions and projects
- Regulatory, audit and inspection activity
- Progress against identified risks and challenges and the key actions to mitigate them

- Performance indicator outturns (trend and target analysis)
- 3.02 The statutory requirements as required by the Measure are met with a concentration on the Improvement Priorities.
- 3.03 The Report will be available as a web-based document which will be accessed via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. The summary will be included within the household publication 'Your Community, Your Council'.
- 3.04 Cabinet approved the 2011/12 draft Annual Performance Report on 16 October 2012, for endorsement by County Council.

4.00 RECOMMENDATIONS

- 4.01 To endorse the 2011/12 draft Annual Performance Report for publication.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no specific anti poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

- 8.01 There are no specific equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

- 10.01 Not applicable.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation is undertaken throughout the year by Overview and Scrutiny Committees reviewing the quarterly performance reports.

12.00 APPENDICES

12.01 Annual Performance Report 2011/12

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Vicki Robarts
Telephone: 01352 701457
Email: vicki.c.robarts@flintshire.gov.uk

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Annual Performance Report

Adroddiad Perfformiad Blynyddol

2011 - 2012

31 October / 31 Hydref



DRAFT

ANNUAL PERFORMANCE REPORT 2011/12

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• Performance Indicator Outturn Performance for 2011/12 and Targets for 2012/13 (Improvement Success Measures & Improvement Targets)	
• Outcome Agreement Progress for 2011/12	
• Flintshire Social Services Annual Performance Report – July 2012	
• Welsh Language Scheme Monitoring Report 2011/12	
• Annual Equality Report 2011/12	
• Annual Overview and Scrutiny Report 2011/12	

1. Introduction

The annual performance report gives an overview of the performance of the Council during 2011/12 against its priorities, taking into account: -

- progress against key actions and projects
- actual and comparative performance information against local and nationally set performance indicators
- the 2011/12 year end position on how well the Council is managing the strategic risks and challenges it faces
- the outcomes of external regulatory work and the Council's response to improve governance and public services
- an assessment of achievement of the Council's Outcome Agreement with the Welsh Government (WG)

The publication of this Annual Performance Report fulfils the 'backward looking' part of the statutory requirement to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, fulfils the remaining statutory requirement. In discharging this responsibility the Council is also responsible for ensuring that there is a sound system of internal control that facilitates the effective exercise of its functions.

The Council has made a number of on-going improvements to the corporate governance and management arrangements to enable and support the changes and improvements it has prioritised. These include: -

- completing and setting a Medium Term Financial Strategy and Medium Term Financial Plan
- completion and review of a Council (Plan) Governance Plan with underpinning governance arrangements
- a revised approach to the development of the Annual Governance Statement
- full participation in the regional collaboration programmes
- maintaining a well established risk management process
- building a resilient approach to business continuity
- a revised format for performance reporting

The Council has clarified local priorities for change and improvement; it is these priorities that form the basis of this Annual Performance Report.

1.1 Flintshire County Council's Priorities

The Council is committed to many strategic and service priorities as a statutory public body and in partnership with others in the public, private and third sectors.

During the early part of 2011/12 the Council undertook a review of the original priorities and consolidated them into a primary set of 10 priorities for change and improvement, creating the Improvement Plan. These 10 priorities are supported by the more detailed secondary priorities that are set out in the three Directorate Plans for Community Services, Environment and Lifelong Learning and in the corporate governance plans, which include the four business plans for the corporate resources, namely the Asset

Plan, the ICT and Customer Services Strategies, the Medium Term Financial Strategy and Plan and the People Strategy.

These ten priorities: -

- provide clarity of vision and direction
- give guidance to directorates in the setting of their service/business plans
- set the 'Improvement Objectives' as required by the Local Government (Wales) Measure 2009

The priorities combine commitments to: -

- deal with the big challenges
- change where the Council needs to adapt to meet the needs and expectations of the County and those of the Welsh Government
- improve the way the Council is run and performs

These priorities are also set out in partnership strategies from the County Vision of the Local Strategic Partnership to the Regeneration Strategy; in corporate strategies from the Outcome Agreement with Welsh Government to the Strategic Assessment of Risks and Challenges.

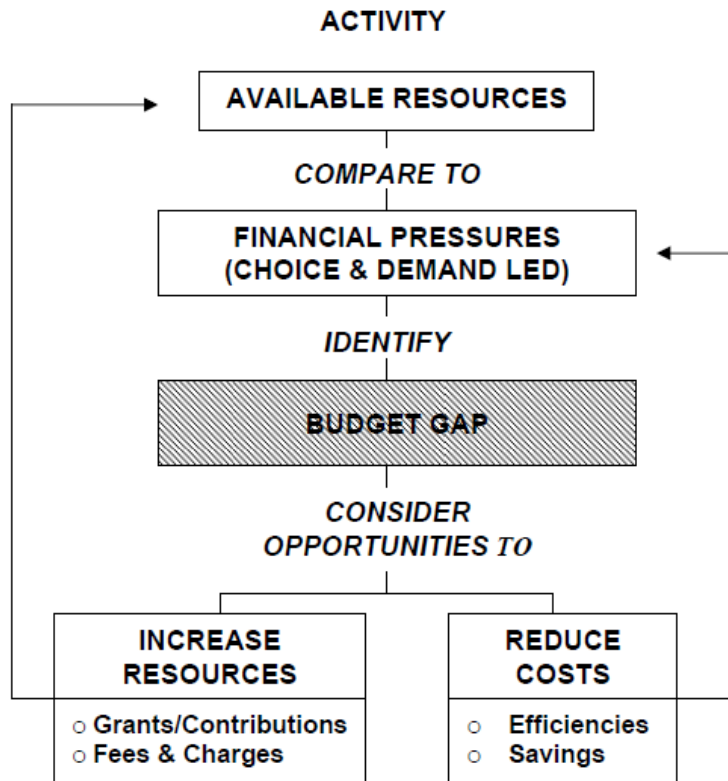
Whilst the list is not exhaustive it is a list of the over-riding priorities of the moment. It should not be assumed that the commitments listed all require new investment. Some commitments will require additional capacity and/or financial investment; others require improvement by making better use of the resources we already have.

The ten Improvement Priorities are detailed in the Council's Improvement Plan. The first four priorities are about the corporate body and how we support and facilitate change and improvement in public services, the remaining focus on improved service delivery and outcomes for citizens.

A set of Improvement Success Measures are currently being developed as part of the key evidence / strategic targets used to help measure whether we are delivering the desired outcomes of the priorities. For 2011/12 this set was limited to a small number of previously established national measures.

To finance our improvement priorities, the Council has adopted a Medium Term Financial Strategy (MTFS) which contains a forecasting model (Figure 1 overleaf). This model shows the continuous cycle of service and financial planning undertaken to achieve balanced budgets over the medium term. The approach to closing the budget gap centres on reducing internal operating costs and minimising the effects on customers and public services.

Figure 1



The following is a summary of the assessment of our Improvement Objectives in terms of ‘progress’ made toward delivering desired ‘outcome(s)’ and our confidence in achieving those ‘outcome(s)’.

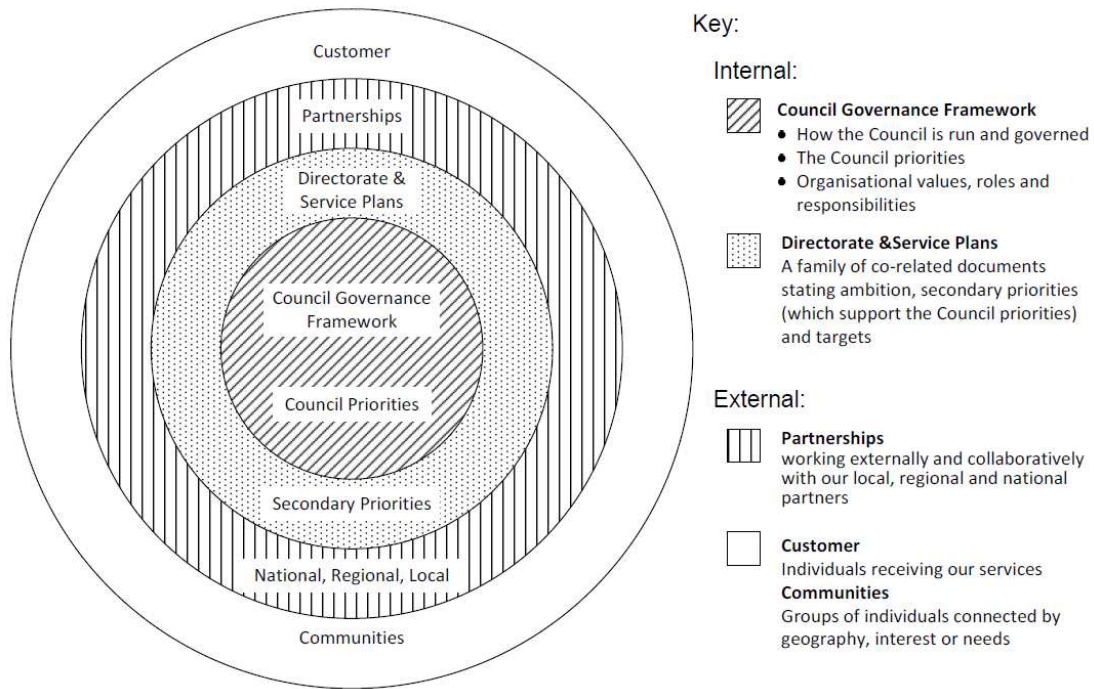
PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

Improvement Priorities		Progress	Outcome
1	To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	Satisfactory	High
2	To achieve the greatest possible cost efficiencies through regional and sub regional collaboration to reinvest in local public services	Good	Medium
3	To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	Satisfactory	Medium
4	To achieve the highest standards of customer service and care through our Customer Services Strategy	Good	High
5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	Good	High
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	Good	High
7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	Good	High
8	To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets	Satisfactory	High
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	Satisfactory	Medium
10	To protect, plan and develop sustainable natural and built environments	Satisfactory	High

1.2 Council (Plan) Governance Framework

The Council (Plan) Governance Framework, which is subject to annual review, provides a compendium of documents to explain how Flintshire County Council is run and governed, our priorities and values and our roles and responsibilities in governance and sits alongside the Improvement Plan as the governance framework which supports the delivery of the priorities. It also provides a journey from the core of the organisation; its priorities and values, through to how these are reflected in the Directorates and services, and how we interact with partners and our customers and communities.

Figure 2



1.2.1 Organisational Vision and Values

Having Vision and Setting Priorities

The Council set a vision for the future state of the society it serves and for public services at three levels: -

- the Regional level as a partner - The regional vision is set with the five regional local authorities and the key statutory partner agencies in North Wales. The vision (Community Strategy 2009-2019) and priorities are set and managed by a Regional Leadership Board
- the County level as a partner - The County Vision and priorities are set by the Flintshire Local Services Board (LSB) for the aspirations of the County Partners for the future state of Flintshire and its public services
- the Local level as a provider and a commissioner of public services – the local priorities which guide the aims and activities of the Council and which are set by the Council

Organisational Values

Flintshire County Council aims to be a modern public body which has the philosophy of operating as a social business which is: -

- lean, modern, efficient and effective
- designed, organised and operated to meet the needs of communities and the customer
- works with its partners to achieve the highest possible standards of public service for the well-being of Flintshire as a County

The Council is committed to the principles of being: -

- a modern, fair and caring employer

- fair, equitable and inclusive in its policies and practices
- conscientious in planning and managing its activities and making decisions, in a sustainable way

1.2.2 Business Processes

Service and Directorate Planning

The Council has 3 public service directorates (Community Services, Environment, Lifelong Learning) which have individual Directorate Plans. These plans summarise the priorities, performance, risk and improvement activity for their grouped service functions in these Directorates and show the key commitments made through strategic partnerships with other organisations. The plans are produced annually, based on the Council Municipal Year (May to April). They also project the anticipated budget pressures and efficiencies. The four corporate services are shown in the services plans for Finance, Human Resources, ICT and Customer Services and Legal and Democratic Services.

All Council service functions produce service plans at Head of Service or divisional level. These are annual plans and are reviewed and refreshed periodically throughout the year. Progress and performance on delivering these plans is reported quarterly to the Cabinet and the relevant Overview and Scrutiny Committees.

Setting our Performance

In setting direction and prioritising resources, the Council sets performance targets and monitors them through the use of performance indicators, both national (set by the Welsh Government) and local (set by the Council).

The annual targets are set as either: -

- Improvement Target – where performance is currently unsatisfactory and needs to be improved markedly
- Incremental Target – where some improvement in performance is sought as a business objective although current performance is satisfactory
- Maintenance Target – where performance is currently good and needs to continue

A review of targets and their categorisation is undertaken annually by the Heads of Service. Internal challenge of performance and targets is undertaken by Overview and Scrutiny members. This approach to target setting aims to achieve a higher number of targets being met year on year and helps concentrate energy on service areas which need to be improved.

All targets are monitored throughout the year within the Services but the Improvement Targets are most closely monitored and are reported to Cabinet and Overview & Scrutiny via the quarterly performance reports.

Trend and target analysis of the year end performance for the 48 Improvement Targets was undertaken. Two of the 48 indicators could not be reported for 2011/12 resulting in trend analysis being undertaken for 46 indicators. A further indicator did not have a target set for 2011/12 so target analysis was undertaken for 45 indicators. The analysis revealed the following: -

Trend (2011/12 year end performance compared with the 2010/11 year end performance)

- 35 (76%) achieved better performance
- 2 (4%) achieved the same level of performance
- 9 (20%) had downturned

Target

- 25 (56%) had achieved or exceeded target
- 17 (38%) had missed target but performance was within an acceptable level
- 3 (7%) had missed target and did not achieve performance of an acceptable level

Outcome Agreement

The Outcome Agreement is a three year agreement (2010/11- 2012/13) developed with the Welsh Government (WG) to identify how we work towards improving outcomes for local people against the Government's National priorities. The Agreement is based on ten strategic themes – with one broad outcome selected from within each theme to meet the needs of Flintshire as a County. The Agreement must demonstrate collaboration and partnership working. The themes and outcomes were agreed by the Executive and endorsed by the Local Service Board (LSB). Progress against the Agreement is monitored by WG annually and a possible grant of approximately £1.47m is available each year if the Authority is successful in meeting the targets set in the Agreement. Progress against the second year of the Outcome Agreement is discussed in section 6 of this report.

1.2.3 Risk Management

The Council's strategic risk register is entitled the Strategic Assessment of Risks and Challenges (SARC). The SARC was first created during 2007/08. This 'live' document defines and details the priorities for change and improvement and is supported by business planning processes and disciplines of service planning, risk management, financial planning, resource planning, monitoring and review.

As a tool it collates the risks the Council has to consider, with regular updating and reporting on progress. It uses a red, amber, green (RAG) matrix to evaluate the current risk status and predicts the period when the risk will be mitigated or managed within the Council's risk appetite. The SARC risks are described in the Directorate and Service Plans and monitored via the quarterly performance reports.

Operational risks are identified at service level and details of the risk along with actions to mitigate are detailed in the service plans. Milestones and accountabilities for this work are also set within each service plan.

All SARC risks with progress are detailed under the appropriate Improvement Objective in Section 2. Overall though the Authority has managed its risks successfully during 2011/12. Of the 51 risks reported, 7 (14%) have improved since the 2010/11 year end position, 1 has improved from a high level of risk (red) to a medium level (amber) and 6 have improved from a medium level (amber) to a low level of risk (green).

No risks have increased during the year; however 3 new risks and challenges have been identified and evaluated as (red) high namely;
CD10a – Leisure – Revenue Funding

1.3 Consultation / Citizen Engagement

During the summer of 2011 the Council embarked on a number of informal consultation and engagement events to debate its Schools Modernisation Strategy. To address an increasing number of surplus places a number of options were put forward to begin to generate debate in the following three areas of the County: Holywell; Buckley, Mynydd Isa and Mold; Queensferry, Shotton and Connah's Quay. In addition to having their say on the options, consultees were invited to put forward alternative suggestions for consideration.

In August 2011 however, such was the strength of local feeling, both in relation to the options and the consultation process, a full meeting of Flintshire County Council recommended that a halt be called to the consultation process. Whilst the need to review the future of schools, particularly surplus places was understood by all, the Council agreed to take a step back and re-open consultation on the widest possible set of options with the fullest information available. The Council was acutely aware that public confidence in the early informal consultations was mixed and that it needed to reconsider how best to re-open consultation with elected members, schools and other interested parties having more say in its design.

Following this further more detailed consideration, a second series of informal consultation took place early in 2012. Listening carefully to the feedback received during the first round, this new stage of the process was designed specifically to meet the needs and expectations of each local area.

As a result of this new and improved process, a successful round of consultations was completed and the Council's Cabinet has now published a single preferred option for each local area and a final round of informal consultations is due to begin before the end of the year.

Developing a strategic approach to Citizen consultation and engagement is a priority for the Council and it has endorsed the National Principles of Public Engagement. Designed to sit above local strategies and frameworks, they provide a consistent set of high level, overarching principles which can be underpinned by more specific localised needs and considerations.

To further strengthen this endorsement the Council is currently developing its own set of core principles for public engagement. Designed to sit below and complement the National principles they will apply consistency in the preparation and delivery of consultation and engagement activity and will clearly define the minimum standards which can be expected by Flintshire Citizens when their views and opinions are sought.

Participation Cymru on behalf of Welsh Government has also produced a Practitioners' Manual for Public Engagement. The Council is widely promoting this step by step handbook to all its service managers and employees, to help them navigate the consultation process right from the initial planning stages right through to evaluation and the production of reports and feedback.

2. Flintshire's Improvement Priorities Performance during 2011/12

This section of the Annual Performance Report examines our 2011/12 performance for each of the 10 Improvement Priorities in terms of 'progress' made toward delivering desired 'outcome(s)' and our confidence in achieving those 'outcome(s)'.

PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

Further evidence of our performance in these areas comes from: -

- progress against identified risks and challenges (SARC)
- performance indicator outturns and trend (our improvement success measures and improvement targets)

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SARC RAG Status Key

I M P A C T	High	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber
	Low	Medium	High	
	LIKELIHOOD			

Performance Indicator RAG Status Key

R	Downturn - performance for 2011/12 has downturned significantly compared with the previous year.
A	Marginal Decline - performance for 2011/12 has marginally declined on that of 2010/11
G	Improved - performance for 2011/12 is better than that achieved for 2010/11

Progress A	Outcome G	IMPROVEMENT PRIORITY 1 To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy – whilst ensuring our local taxes and fees and charges are fair and affordable
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Improvement Priority Lead – Overall Progress Comment

Considerable progress has been made during the year in the development and implementation of the Council’s major transformation programme “Flintshire Futures”. A particular focus has been on the Corporate Change aspects of the programme Assets, Customer, Finance, Procurement and Workforce. Projects have been scoped with clear outcomes and objectives and where appropriate efficiency targets. The programme management arrangements have been refreshed and capacity realigned.

During the year the Councils’ Medium Term Financial Strategy was adopted which incorporates a robust forecasting model which was used in setting our 2012/13 budget.

The ICT Strategy and business plan is very much targeted at enabling organisational and service change and significant progress has been made during the year in implementing key technologies to underpin our Asset Management strategy and enabling new modern ways of working.

Key achievements for the year are:-

- The adoption of the Medium Term Financial Strategy and Plan
- The delivery of 86% of target efficiencies for 2011/12
- The implementation of the new e-Procurement P2P system within Corporate Services
- The development of an Agile working framework to enable flexible working practices including mobile and home working
- The implementation of key technologies to enable agile working including a new telephony system, a corporate Electronic Document Management system and mobile working solutions.
- Review of third party leased accommodation and consolidation into our own buildings as the opportunities present themselves. Closure of a number of previously rented facilities.

Key deliverables for 2012/13 include:-

- Strengthen governance and programme management arrangements across the “Flintshire Futures” programme
- Full integration of the “Flintshire Futures” efficiencies with our Medium Term Financial Plan
- Developing our Medium Term Financial Strategy and Plan to a five year planning horizon 2013/14 to 2017/18

- The development and adoption of a comprehensive Value for Money strategy
- Introduction of authority wide policies on fees & charges and corporate debt
- Rollout of the P2P system in service directorates
- Commence implementation of a new e-Sourcing system to standardise simplify and automate tendering, contract and supplier management
- Continue to rationalise our office estate and increase the rate of agile and mobile working

Improvement Activity		Progress RAG	Outcome RAG
1.1	<p>To achieve the change and efficiency objectives of the Flintshire Futures Programme</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> ▪ prepare a four year organisational change programme with efficiencies identified and costed with an underpinning resourcing and activity plan; ▪ meet the goals of the Medium Term Financial Strategy (MTFS) through the Flintshire Futures Programme which will release resources for re-investment against priorities; and ▪ meet the objectives of the Customer Services Strategy. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ Projects have been identified and developed across Corporate Change, Service Change, Regional Collaboration and Local County Collaboration. ▪ Programme management arrangements have been refreshed. ▪ Project capacity has been re-aligned where required. ▪ The five corporate change workstreams have been reviewed to establish goals, objectives/milestones, hard targets, capacity and capital expenditure requirements. ▪ The Flintshire Futures project efficiencies have been integrated into the Medium Term Financial Plan. ▪ A benefits realisation approach has been developed for use with all projects. 			

Improvement Activity		Progress RAG	Outcome RAG
1.2	<p>To adopt an accurate forecasting model for finances and costs for the medium term</p> <p>We will by September 2011: -</p> <ul style="list-style-type: none"> ▪ underpin our Medium Term Financial Plan and annual budgets by consistent and robust forecasting; and 	A	A

	<ul style="list-style-type: none"> align our forecasting and risk management systems. 		
Progress made during 2011/12			
<ul style="list-style-type: none"> A forecasting model was incorporated within the Medium Term Financial Strategy which was adopted by Council in June 2011. The model was fully utilised in the 2012/13 budget process. 			

Improvement Activity		Progress RAG	Outcome RAG
1.3	<p>To reduce asset costs and maximise income and receipts</p> <p>We will by December 2016: -</p> <ul style="list-style-type: none"> reduce running costs through rationalisation of the property portfolio for reinvestment against priorities; maximise capital receipts through disposal of property assets to invest in the priorities of the Capital Programme; and reduce our carbon footprint and overall energy requirement for environmental and financial impact against targets set 	G	G

Progress made during 2011/12			
<ul style="list-style-type: none"> A programme to identify lease releases has been put in place. Ty Messen has been decanted and staff have been relocated to Flint. An initial 10 year capital strategy has been developed. Mobile and agile working is operating in some services; releasing space. This is an on-going programme of activity. Partners have been identified for Flintshire Connects hubs such as Holywell. Partners will be specific to each hub. 			

Improvement Activity		Progress RAG	Outcome RAG
1.4	<p>To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income</p> <p>We will by December 2011: -</p> <ul style="list-style-type: none"> Adopt and maintain a single integrated fees and charges policy Raise income levels to meet their targets in order to support annual budgeting 	A	A

Progress made during 2011/12			
<ul style="list-style-type: none"> Deloittes have been commissioned to support this work. Opportunities to increase existing charges or implement new charges have been identified for consideration. 			

Improvement Activity		Progress RAG	Outcome RAG
1.5	<p>To extend agile working within the workforce</p> <p>We will by March 2015: -</p> <ul style="list-style-type: none"> ▪ reduce the office space and associated costs; ▪ increase the flexibility and work style options for workforce; and ▪ prioritise more responsive customer service in functional areas. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ Agile working principles have been developed and an agile working definition and "toolkit" have been developed. ▪ All office moves and agile working pilots are now resulting in reduced requirements for space and desk allocations. ▪ New technology rollouts (telephony, electronic document management system, agile printing etc) have been prioritised for alignment with the Corporate office move plan. ▪ A new telephony system is currently being rolled out. ▪ An electronic document management system has been procured and is currently being piloted. ▪ The Flexitime policy is under review and piloting of proposed arrangements is underway. 			
Improvement Activity		Progress RAG	Outcome RAG
1.6	<p>To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority</p> <p>We will by December 2011: -</p> <ul style="list-style-type: none"> ▪ increase compliance with and efficiency from corporate contracts; ▪ achieve process efficiencies from ordering and invoice processing; and ▪ improve spend control from commitment accounting and budget monitoring prior to placing orders. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The P2P system was procured and a Project Manager put in place to oversee the roll out of the system. ▪ A pilot project using the P2P system has been undertaken in Corporate Services. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CG05a	Strategic Asset Management Strategic management of the Councils land and property assets to support: <ul style="list-style-type: none"> ▪ Flintshire Futures strategies ▪ Future service delivery ▪ Public sector partnership service delivery ▪ Medium term financial strategy ▪ National funding opportunities or constraints 	A	A
CG05b	Asset Rationalisation <ul style="list-style-type: none"> ▪ asset space not effectively utilised ▪ liability for aging structure, ▪ energy costs high; carbon footprint; ▪ infrastructure arrangements increased liabilities, ▪ lack of connectivity with mobile and agile working 	New Risk for 2011/12	A
CG06	Medium Term Financial Strategy Overall financial strategy (revenue and capital resources) to deliver Council Services in accordance with agreed plans and priorities (3-4 year cycles)	A	A
CG07	Financial Management & Control Maintaining effective control over the Council's financial affairs	A	A
CG08	ICT Strategy Inadequate resources to implement the Council's ICT Strategy to support the delivery of the Council's priorities and major change projects.	A	G
CG09	Information Governance Not providing effective information governance to protect and manage the Council's Information Assets	A	A
CG16	Workforce and Succession Planning Ensuring business continuity through organisational change	A	A
CG18	Procurement None compliance with relevant procurement regulations and internal policies.	A	A

CG23	Data Protection The Council being in breach of the Data Protection Act resulting in enforcement action by the Information Commissioner's office, including the imposition of financial penalties and adverse publicity.	New Risk for 2011/12	R
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<i>Measuring our improvement</i>						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator & Improvement Target: Percentage reduction in carbon dioxide emissions in the non-domestic public building stock	5.49%	2.89%	3.88%	Improved	4.2%	12 th / 20

Progress G	Outcome A	IMPROVEMENT PRIORITY 2 To achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services
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Improvement Priority Lead – Overall Progress Comment
 Despite the many challenges that regional and sub-regional working can pose, we have made significant headway with the implementation of both the regional School Improvement service and the Social Services commissioning hub. Other regional projects have made steady progress, with the two waste projects (food waste and residual waste) at key procurement stages for future delivery of the services.

To support the governance of the regional collaborative projects a protocol for governance and performance monitoring has been agreed by the North Wales Regional Leadership Board.

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Improvement Activity		Progress RAG	Outcome RAG
2.1	To implement the adopted collaborative projects at a regional and sub-regional level Work is ongoing to: - <ul style="list-style-type: none"> ▪ achieve an agreement of a regional portfolio of collaborative projects to meet Welsh Government, regional and local ambitions for public service reform; and ▪ implement projects adopted at final business case stage and achieve the resilience, improvement and efficiency targets set. 	G	G

Progress made during 2011/12

- Regional collaboration in key service areas has been developed and implemented: Social Services commissioning hub and School Improvement.
- Other projects are at key procurement milestones e.g. North Wales Residual Waste Treatment and North Wales Food Waste projects.
- The protocol for governance and performance monitoring for collaboration projects has been agreed.

Improvement Activity		Progress RAG	Outcome RAG
2.2	<p>To achieve the set efficiency targets from the collaborative projects</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> achieve the financial efficiencies set for each project; and recycle the efficiencies to support council priorities in the Medium Term Financial Plan / annual budgeting. 	G	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> Targets have been built into the Medium Term Financial Plan. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CG22	<p>Flintshire Futures</p> <p>Flintshire Futures is a corporate programme created to ensure value for money, deliver corporate change and modernisation and secure efficiencies in the light of diminishing public funds.</p>	New for 2011/12	A

There are no Improvement Success Measures or Improvement Targets for this Improvement Priority.

Progress A	Outcome A	IMPROVEMENT PRIORITY 3 To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement
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Improvement Priority Lead – Overall Progress Comment

Satisfactory progress has been made in relation to all improvement activities. For Single Status, all work associated with preparing for pay modelling and Part III (terms and conditions) negotiations with the Joint Trade Unions has been completed and the final stages of negotiation will be undertaken from October through to November this year. The projects for Single Status and Equal Pay are very complex and the three strands on pay, terms and conditions and Equal Pay settlements are closely interdependent. The tests of legality, acceptability and affordability tests must be met before a proposed collective agreement can be presented to Elected Members at County Council for approval. An amber RAG status has been given for both 'progress' and 'outcome' due to the fact that Single Status will not be fully implemented by the original target date of November 2012, although it is expected that the Council will be at an advanced stage in negotiating a collective agreement by that date. The likely implementation date is currently being reviewed.

For Equal Pay, the Council is developing its strategy for the settlement of claims and potential Equal Pay liability and settlement of valid claims will be progressed once Single Status Agreement is implemented.

Key deliverables in relation to Single Status and Equal Pay for 2012/ 13 include:

- A Single Status Collective Agreement that meets the tests of Legality, Acceptability and Affordability
- Implementation of the agreement with the minimum of disruption to service delivery
- An Equal Pay Settlement Strategy for the Council
- Successful implementation of the above strategy in the settlement of both existing and prospective Equal Pay claims to protect the Council from future Equal Pay liabilities.

Key deliverables in relation to the development of Human Resources Policies and Procedures including:

- Revised Flexible Working Hours Scheme that supports the Council's objectives to modernise service delivery (the agreement of Part III terms and conditions under Single Status will also support the delivery of these objectives) ;
- A new competency framework that includes desired organisational behaviours for the Council to support and enable service change, improvement and transformation;
- Improved Performance Management arrangements including an appraisal system that focuses on the demonstration of behavioural competencies and tangible outcomes / delivery of objectives.

Improvement Activity		Progress RAG	Outcome RAG
3.1	<p>Achieve a legal, acceptable and affordable Single Status Agreement</p> <p>We will by November 2012: -</p> <ul style="list-style-type: none"> ▪ agree a legal, acceptable and affordable Agreement; ▪ implement the Agreement without disruption to council services; and ▪ have fully provided for the financial impacts of the Agreement within assigned resources. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The Single Status Project Board renewed it's commitment to and endorsed a revised project plan in December 2011. ▪ The majority of the 9 work streams of phase 1 are on track for completion or have been completed. ▪ Work toward some elements of phase 2 projects have commenced. ▪ All parties / key stakeholders (management / employer, Elected Members and Trade Unions) are clear regarding their commitments and the actions they are responsible for and are delivering these according to the plan. ▪ The verification of the Council's 'rank order' is near completion. 			

Improvement Activity		Progress RAG	Outcome RAG
3.2	<p>Negotiate an Equal Pay Settlement</p> <p>We will by November 2012: -</p> <ul style="list-style-type: none"> ▪ settle Equal Pay claims and protect the Council from any future liability; and ▪ settle within financial provision without destabilising Council budgets. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The options for defining Flintshire's Settlement Strategy are currently under review. ▪ The project plan actions have been defined for Equal Pay and inter-dependencies with the Single Status Project have been identified. ▪ The Council's 'rank order' is near completion which will assist with identifying the Council's Equal Pay risk areas. ▪ The Medium Term Financial Plan /Annual budget has built in financial implications for the Equal Pay Settlement. 			

Improvement Activity		Progress RAG	Outcome RAG
3.3	To complete the review of human resources policies as a modern employer We will September 2012: - <ul style="list-style-type: none"> adopt a set of human resources policies that are modern and meet the current and future needs of the organisation; and implement the policies to meet the business needs of the organisation and the objectives of the Customer Services Strategy. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> Existing HR policies and procedures have been revised accordingly. A initial review to scope which HR Policies are to be reviewed and/or developed to ensure that agile working is supported and enabled has been conducted. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CG10	Human Resources and Management Effective corporate human resources strategy and practice across the Council	A	A
CG11	Single Status and Terms and Conditions of Employment Implementation of Single Status/Equal Pay and Part 3 Negotiations	A	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Targets						
National Indicator: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10.83 days/shifts	10.36 days/shifts	10.54 days/shifts	Marginal Decline	10.3 days/shifts	Joint 11 th / 18

There are no Improvement Success Measures for this Improvement Priority.

Progress
G

Outcome
G

IMPROVEMENT PRIORITY 4

To achieve the highest standards of customer services and care through our Customer Service Strategy

Improvement Priority Lead – Overall Progress Comment

Major progress was made during the year in implementing our Customer Service Strategy. There has been a particular focus on improving access to the Council whether this be face to face, telephone or electronically. A key work stream within our Flintshire Futures transformation programme is centred on the customer and in particular we are committed to encouraging channel shift to electronic access to both meet demands from our customers and also to deliver associated efficiencies.

Key achievements for 2011/12 include: -

- The Flintshire website achieved 3 star status (maximum 4) in the annual Better Connected report which rates all Local Authority websites in the UK, this was a significant improvement on 2010/11 when we achieved only a 1 star rating.
- Launch of the Channel Shift Project which will improve access to council service via the website and encourage customers to move to cheaper and more efficient channels of communication.
- Launch of the Flintshire Connects Project which will provide face to face access to council and partner services in communities across the county.
- Implementation of the Street Scene Contact Centre.
- Development of a new Complaints, Concerns and Compliments procedure to reflect the all Wales review of complaints procedures and outcome of a LEAN review of the complaints process.
- Implementation of 'Tell us Once' scheme. Tell us Once is a joined up approach with the Department of Work and Pensions (DWP) which notifies public services that a person has died therefore enabling appropriate action to be taken. The notification is made following registration of death.
- Design and implementation of a revised customer care training programme (Flintshire Customer Services Award) working in partnership with Deeside College.

Key deliverables for 2012/13 in respect of customer services are: -

- The opening of our first Flintshire Connects facility in Holywell
- Proposals developed and agreed for 2 further Connects facilities in Connahs Quay and Flint.
- The publication of our first downloadable "App" for incident reporting and service requests.
- Developing and extending use of social media technologies such as Twitter and Facebook.
- The expansion and improvement of on on-line services and information available via the Flintshire website, enabled by the procurement of a new Content Management System in conjunction with two other North Wales Councils.
- The extension of the Contact Centre to other services outside the scope of Street Scene

- To extend the Flintshire Customer Service Award training programme to Community Services.

In relation to the mitigation of our strategic risks, we are very pleased to have been able to mitigate two of our risks to a low (green) level during 2011/12.

Improvement Activity		Progress RAG	Outcome RAG
4.1	<p>To implement the adopted collaborative projects at a regional and sub-regional level</p> <p>We will by December 2012: -</p> <ul style="list-style-type: none"> ▪ create a model blueprint for Flintshire Connect Centres; ▪ increase the choice of localised access to council services; and ▪ increase the choice of localised access to other public/third sector services. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ Executive approved the opening of the first Flintshire Connects Centre in Holywell during late Summer 2012. ▪ A series of briefings and workshop sessions have been held for elected members, managers and employees to further develop a robust programme for the establishment of six Flintshire Connects across the county during the next three years . ▪ A Partnership Board is in place. ▪ Services have been identified and agreed to be delivered through Flintshire Connects. ▪ A lease is in place and a contract awarded for building work for the Holywell Flintshire Connects centre. ▪ An agreement is in place with North Wales Police to share accommodation and counter space at Holywell. ▪ The recruitment process commenced for Flintshire Connects Customer Service Advisors. 			

Improvement Activity		Progress RAG	Outcome RAG
4.2	<p>To achieve the set efficiency targets from the collaborative projects</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> ▪ improve the Council's website to enable more customers to access more services electronically; ▪ implement the standardisation of customer contact for key services; and ▪ increase usage of more efficient and effective customer channels. 	G	G

Improvement Activity		Progress RAG	Outcome RAG
4.3	<p>To improve standards of customer service including the development and implementation of the Customer Contact Centre</p> <p>We will by March 2012: -</p> <ul style="list-style-type: none"> ▪ improve performance for telephone call handling for all Streetscene services; ▪ have positive impacts on customer care through new workforce training offers; and ▪ provide improved and consistent customer service across all access channels and all services. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The Flintshire Customer Service Award in Housing and Environment has been developed and implemented ▪ The Streetscene contact centre has been implemented. ▪ The Customer Relationship Management system which is now live records all customer interaction via web, face to face and through the contact centre. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CD02	<p>Streetscene</p> <p>Joined-up approach to 'street services' - delivering from a customer's perspective in an effective single service clustered arrangement</p>	A	A
CG13	<p>Customer Focus</p> <p>The delivery of high and consistent levels of customer service across all council services</p>	A	G
CG19	<p>Business Continuity (including Winter disruption)</p> <p>Business continuity plans needed within critical service areas to support the continuation of service delivery in the event of a disruptive emergency affecting the internal and external infrastructure within which the authority operates.</p>	A	G

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Targets						
Local Performance Indicator: Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	66.83%	68.54%	76%	Improved		Not Applicable

There are no Improvement Success Measures for this Improvement Priority.

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Progress G	Outcome G	IMPROVEMENT PRIORITY 5 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups
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Improvement Priority Lead – Overall Progress Comment

Overall we are very pleased with the progress achieved in relation to this Improvement Priority and are confident that the desired outcomes will be achieved. In summary our key achievements for 2011/12 and deliverables for 2012/13 include: -

- Robust mechanisms for procuring and managing independent sector placements ensuring that looked after children are appropriately placed and best value is achieved. To achieve this, changes have been made to existing processes and guidance issued regarding the new Options Appraisal forms for all future submissions to the Out of County Placement Panel.
- Positive feedback was received in the CSSIW inspection report (2012) with regards to the improvements made to processes and procedures; *“[There have been] positive outcomes from out of county commissioning work with fewer placements and improved control of expenditure.”*
- Flintshire is part of the North Wales regional commissioning hub, which is utilising a universal contract monitoring approach; we are now using the All Wales Bravo system for contract tenders; we have a new commissioning manager now in post. We are also exploring a possible joint commissioning arrangement across four authorities to purchase bed spaces at Bryn Awel in Denbighshire, to commence in April 2013.
- The 2013 Pride of Flintshire Awards is planned for 6th October. We are proud that year on year the evaluations reflect the enjoyment of all those attending and particular mention has been made of the awards by the Children's Commissioner for Wales, Keith Towler, who has attended the event over the past two years. The award ceremony is a real opportunity for us to value our young people, celebrate their vocational achievements, promote their self esteem and positively profile Flintshire as a corporate parent. The Children's Services Forum is to undertake a self-assessment of their activity in November.
- The Access to Action card for young carers, looked after children and care leavers was successfully launched in June 2012 amidst very positive press coverage and interest from Welsh Government and the Children's Commissioner for Wales. There is a robust implementation plan focussed on local and national promotion, and agreeing processes.
- We are maximising the benefits of our enhanced Safeguarding Unit for Children by offering a support and advice role to our frontline workforce. In addition we have implemented an Escalation Protocol, are nearing completion of consultation work, executive summaries from national serious case reviews / research are being shared, and the Safeguarding Managers support file audits. Social Services for Children is fully committed to the Flintshire Wrexham Local Safeguarding Children Board (FWLSCB), with representation on the majority of subgroups and at Executive Board level. In addition we are developing a “Junior” LSCB. A research proposal around child protection activity has been submitted to BASPCAN (British Association for the Study and Prevention of Child Abuse and Neglect).
- Safeguarding vulnerable adults remains a Corporate Improvement Target for 2012/13. Data reported for 2011/12 shows that the

management of risk improved last year and was above the All Wales average. We have approval for the investment of £44,000 in 2012/13 as a part year investment with £90,000 from 2013-14 to strengthen our arrangements for Adult Safeguarding. The appointment of a further specialist post in Adult Protection will be implemented within 2012/13.

- The development of an Extra Care Facility at Llys Jasmine in Mold (completion date summer 2013) will provide an excellent facility for people suffering with dementia, helping them to remain safe in their own community.
- We are implementing a 'whole family' model for the integrated Family Support Services Initiative and Families First Initiative. Flintshire is leading on a joint arrangement with Wrexham and the new arrangements will be in place by April 2013.
- Flintshire Children's Services were successful in their application for a Social Services Improvement Agency programme on outcomes.

Good progress has been made in relation to the actions being undertaken to mitigate the strategic risks in this area, with one of the two risks being mitigated from a 'high' to a 'medium' level of risk. The risk relating to transport arrangements for service users remains at medium (amber) level. The Regional project (Transforming Transport) which seeks to review the way transport is delivered across the 6 North Wales Authorities is nearing completion of the first phase of the project and recommends a number of pieces of work to be developed in the future. One of these work-streams will seek to explore increased regionalisation of transport services and efficiencies flowing from such activity.

There are five improvement success measures identified for this priority in the Improvement Plan. Performance improved for three of the indicators compared with the previous year and downturned for two. In addition there are eleven Improvement Targets aligned to this priority, nine showed improved performance, one declined marginally and one downturned, when compared with the performance achieved in 2010/11.

Improvement Activity		Progress RAG	Outcome RAG
5.1.1	<p>Develop robust commissioning arrangements for Out of County Placements ensuring stability in resource planning and providing children with the best possible start in life</p> <p>We will by September 2012: -</p> <ul style="list-style-type: none"> ▪ improve quality and cost effectiveness of children's placements; and ▪ find sustainable financial resource to support children's out of county placements. 	A	G

Improvement Activity		Progress RAG	Outcome RAG
5.2	<p>Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life</p> <p>Work is ongoing to achieve the best positive outcomes in life for looked after children who are supported by the Council.</p>	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> Corporate Parenting questionnaire completed and analysed. The Forward Work Plan for the Children's Services Forum will be in place following the Local Government elections (2012). Privilege cards for young carers and looked after children have been developed for launch in June 2012. 			

Improvement Activity		Progress RAG	Outcome RAG
5.3	<p>Review our internal and joint arrangements for safeguarding both vulnerable adults and children</p> <p>We will by December 2012 implement effective safeguarding practice, meeting legal and policy objectives, which are both preventative and reactive.</p>	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> A second Safeguarding Manager in Social Services for Children has been recruited and is in post. A new Safeguarding Unit has been implemented with effect from 1st December 2011. The Joint Local Safeguarding Children Board (LSCB) with Wrexham was established 1st April 2011. Improved awareness and increased levels of referrals for vulnerable adults have been achieved. Funding has been secured to enhance safeguarding of vulnerable adults - We have approval for the investment of £44,000 in 2012/13 as a part year investment with £90,000 from 2013-14 to strengthen our arrangements for Adult Safeguarding. The appointment of a further specialist post in Adult Protection will be implemented within 2012/13. 			

Improvement Priority 5.4 was merged with 5.3.

Improvement Activity		Progress RAG	Outcome RAG
5.5	<p>Implement the Integrated Family Support Services (IFSS) initiative</p> <p>We will by June 2013 improve the quality of life and life chances of vulnerable families with substance misuse problems through an integrated multi agency approach.</p>	G	G

Progress made during 2011/12

- Training has been provided by Wrexham County Borough Council (WCBC) which is the lead pioneer authority in North Wales.
- All pioneer sites have been reviewed to inform the Flintshire service proposal.
- A brief has been completed to inform development of the Commissioning Strategy.
- Shadow arrangements with WCBC colleagues on the IFSS Team have been explored.
- Further training has also been purchased from Welsh Government recognised trainers.

Improvement Activity		Progress RAG	Outcome RAG
5.6	Introduce Civil Parking Enforcement (CPE) We will by September 2013: - <ul style="list-style-type: none"> ▪ reduce traffic congestion; ▪ create a positive impact on local town centre economies; and ▪ reduce journey times within the County. 	A	A

Progress made during 2011/12

- Consultation activity is in progress with Mold and Holywell Town & Community Council.

Improvement Activity		Progress RAG	Outcome RAG
5.7	Introduce Customer Access Points (Flintshire Connects) We will by December 2012: - <ul style="list-style-type: none"> ▪ create a model blueprint for Flintshire Connect centres; ▪ increase the choice on localised access to council services; and ▪ increase the choice of localised access to other public/third sector services. 	G	G

Progress made during 2011/12

- The Flintshire Customer Service Award in Housing and Environment has been developed and implemented.
- The Streetscene contact centre has been implemented and staff are to transfer to Customer Services in June 2012.
- The Customer Relationship Management system has gone 'live' to record all customer interaction via the web, face to face and via the contact centre.

Improvement Activity		Progress RAG	Outcome RAG
5.8	<p>Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes</p> <p>We will by February 2012: -</p> <ul style="list-style-type: none"> ▪ implement a modernised set of Streetscene services; ▪ improve access to service and improve responsiveness; and ▪ improve performance for telephone call handling for all Streetscene services required. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The assimilation process of staff into new roles within the Streetscene structure is complete, with all posts fully staffed by March 2012. ▪ Implementation of the contact centre and use of the CRM system for Streetscene services has commenced. ▪ Generic Streetscene operational posts were introduced from 1st April 2012. ▪ The formal launch of the new service took place on 5th March 2012. 			

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Improvement Activity		Progress RAG	Outcome RAG
5.9	<p>Implement recommendations of the E-coli inquiry</p> <p>Work is ongoing to achieve full compliance in the local business sector with the new recommendations.</p>	A	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ All new inspections are undertaken in line with the new E coli guidance issued by the Food Standards Agency. 			

Improvement Activity		Progress RAG	Outcome RAG
5.10	<p>Delivering sustainable modes of travel schemes</p> <p>We will by March 2016: -</p> <ul style="list-style-type: none"> ▪ offer positive alternatives to single occupancy car travel; ▪ reduce levels of road traffic; and ▪ reduce our carbon footprint. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The Taith programme for 2011/12 was successfully completed and the 2012/13 programme has been identified and development and delivery work is underway. 			

- The consultation period for the Employee Travel Survey has ended.
- The cycle to work scheme is currently being promoted.

Improvement Activity		Progress RAG	Outcome RAG
5.11	Review public conveniences provision We will by April 2013: - <ul style="list-style-type: none"> ▪ Site public conveniences to meet local and visitor need; and ▪ provide consistent and improved standards of provision. 	A	A
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ A review is being undertaken to consider options for future provision and has been considered by Overview & Scrutiny. ▪ A full Equalities Impact Assessment had been completed. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CD06	Transport Arrangements for Service Users Efficient transport services for users cannot be delivered	A	A
CD23	Procurement of independent sector placement for looked after children Budget pressures created by the cost of procuring independent sector placements that provide specialist care or education to meet the unpredictable needs of looked after children	R	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator: The percentage of children looked after on 31 March who have had three or more placements during the year	7.00%	5.59%	6.82%	Downturned	9.2%	7 th / 22

National Indicator & Improvement Target: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	92.70%	87.01%	79.98%	Downturned	82.5%	18 th / 22
National Indicator: The percentage of reviews (children) carried out in line with the statutory timetable	84.44%	80.55%	88.92%	Improved	83.6%	9 th / 21
National Indicator: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	Not Applicable	84.20%	84.69%	Improved	82.96%	12 th / 22
National Indicator: The percentage of adults aged 60+ who hold a concessionary travel pass	70.4%	73.24%	76.25%	Improved	82.6%	18 th / 22
Improvement Targets						
National Indicator: For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	92.73%	100%	91.18%	Downturned	92%	14 th / 22
National Indicator: The percentage of reviews of child in need plans carried out within statutory timescales during the year	66.94%	62.85%	85.87%	Improved	63.6%	6 th / 21
National Indicator: The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review	79.60%	40.54%	66.67%	Improved	18.3%	2 nd / 12
National Indicator: The percentage of young carers known to Social Services who were assessed	57.90%	72.73%	100%	Improved	90.6%	Joint 1 st / 22
National Indicator: The percentage of young carers known to Social Services who were provided with a service	47.37%	84.85%	100%	Improved	88.6%	Joint 1 st / 22

National Indicator: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	84.20%	79.78%	93.19%	Improved	76.1%	9 th / 22
National Indicator: The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	47.62%	75.20%	78.90%	Improved	61.6%	8 th / 22
National Indicator: The percentage of health assessments for Looked After Children due in the year that have been undertaken	72.93%	51.49%	61.16%	Improved	81.1%	16 th / 19
National Indicator: The percentage of initial assessments (children) completed within 7 working days	84.10%	88.36%	90.61%	Improved	69.1%	3 rd / 22
National Indicator: The average time taken to complete initial assessments (children) that took longer than 7 working days to complete	13.75 days	15.26 days	16.61 days	Marginal Decline	23 days	Joint 5 th / 22
National Indicator: The percentage of clients (adults) with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year.	77.51%	82.74%	84.07%	Improved	78.3%	6 th / 22

Progress
G

Outcome
G

IMPROVEMENT PRIORITY 6

To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty

Improvement Priority Lead – Overall Progress Comment

Overall performance has been good in this area and significant progress has been made toward delivering the intended outcomes as can be seen by our 'highlights' for 2011/12 below. We are confident that the overall outcomes will be achieved within the timescales set. There are only 3 areas where the 'outcome' RAG status remains amber, although steady progress is being made to achieving overall outcome. The amber RAG status reflects their long term nature and takes into account external factors, such as funding, which will play a key part in delivering the outcomes.

In terms of our Strategic Risks there is only one that remains a red RAG status; Welfare Reform. This is a newly identified risk for 2011/12 with many interdependencies for Flintshire and its Partners. A Programme Board with representation from partners as well as the Council has been established and is beginning to inform the operational and budget pressures emerging as a result of the Welfare Reform changes. Those risks assessed as amber at year end do so because of their long term nature but have been mitigated to a level where good progress is being made toward achieving 'low' (green) status.

Performance against our Improvement Targets has been mostly good with only 2 showing poorer performance than that achieved in 2010/11. It should be noted that in Quarter 1 2012/13 performance in terms of minor planning applications has started to improve but that performance declined in relation to the average number of days homeless families with children spent in Bed and Breakfast. This was due to specific circumstances faced by 1 family.

Highlights for the year 2011/12 include: -

- Adoption of the Unitary Development Plan
- Putting in place Town Centre Masterplans for Buckley, Connahs Quay, Shotton and Queensferry with Flint adopted in June 2012
- Securing funding of approximately £4 million for the North East Wales Town Centre Regeneration Project
- Winning a national award for our Town Action Plan process
- Securing £865,929 funding to improve the built environment of Holywell, Mold, Talacre and Gronant through grants to local businesses
- Welsh Government approval for our Rural Development Plan programme and 4 projects worth in total £ 4,980,562 to improve the quality of life and economic vitality of rural communities

- Securing of grant funding provided through Realising the Potential of Tourism which created 19 full time equivalent jobs and safeguarded another 180
- Welsh Government announced the new Deeside Enterprise Zone as a key strategic location for Wales Advanced Manufacturing Sector
- 68 new businesses were established in Flintshire via the Welsh Government New Business Starts Programme
- Flintshire Business Week attracted 2576 delegates
- A planned programme of asset rationalisation is underway, including the refurbishment and re-use of redundant space in Deeside Leisure Centre, creation of a single depot at Alltami and an increase in mobile and agile working
- 100% completion of the Taith work programme
- Communities First community based job clubs, fairs and skills events attracted 446 residents

Looking Forward to 2012/13 our key deliverables will include: -

- Welsh Government agreeing the timetable for the Local Development Plan (LDP) process
- Completion of the Townscape Heritage scheme for Holywell (due to complete in September) and progression of a four year programme funded by the Lottery (which will run until September 2015) for Flint
- Flintshire Business Week which starts 12th October until 19th October 2012
- Communities First will continue to work with the LSB and Flintshire Regeneration Partnership to progress Employment, Education and Training agendas
- Securing Communities First funding for the future delivery of the Communities First programme
- Progression of the jointly commissioned knowledge assets review
- February 2013 Regeneration Conference with Young People and Employment as key themes
- Completion of the remaining 4 Town Centre Masterplans
- Review of the Flintshire Regeneration Strategy
- Delivery of the Small Business Strategy and support Small and Medium Enterprises through procurement strategies
- Completion of Phase 2 of Alltami Depot and commencement of Phase 3
- Progress the second phase of the Agricultural Estate review
- Continue to support the Flintshire Futures strategy in Assets and Flintshire Connects workstreams
- Complete the Taith 2012/13 programme of works

Improvement Activity		Progress RAG	Outcome RAG
6.1	<p>Following adoption of the Unitary Development Plan (UDP), pursue development of the Local Development Plan (LDP)</p> <p>We will by September 2011: -</p> <ul style="list-style-type: none"> provide a more consistent approach to planning decision making; gain Welsh Government approval of LDP delivery timetable; and adopt the LDP. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> The Unitary Development Plan has been adopted and a public announcement has been made regarding the adoption. 			

Improvement Activity		Progress RAG	Outcome RAG
6.2	<p>Regenerate Town Centres</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> approve Town centre master plans; increase footfall in town centres and consolidate / improve business presence in town centres; and improve local town centre environments. 	G	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> A Master Plan has been completed for Buckley, Connah's Quay and Shotton town centres. The Buckley Development Brief is being progressed. The Flint Market trial was extended to July 2012. Consultants have been appointed to develop the Master Plan for Flint. £4m has been secured from the European Regional Development Fund for Wrexham/Flintshire to support physical improvements and business grants. A successful events programme in Mold and Holywell brought over 2,000 visitors into the town centres. 			

Improvement Activity		Progress RAG	Outcome RAG
6.3	<p>Support the Deeside Renewal Area Programme</p> <p>We will by September 2012: -</p> <ul style="list-style-type: none"> increase local employment rates; and improve energy efficiency in housing stock. 	G	G

Progress made during 2011/12

- The Enterprise Zone status has been confirmed by Welsh Government for the Northern Gateway Site.

Improvement Activity		Progress RAG	Outcome RAG
6.4	Promote the development of the Deeside Growth Zone Work is ongoing to: - <ul style="list-style-type: none"> ▪ agree an incentives package for inward investment with the Welsh Government; ▪ generate an increased number of jobs available in advanced manufacturing; and ▪ promote new business re-locations / start-ups / growth. 	A	A
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ The bid to Welsh Government regarding the Enterprise Zone has been successful. 			

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Improvement Activity		Progress RAG	Outcome RAG
6.5	Rationalisation of property and land estate We will by December 2016: - <ul style="list-style-type: none"> ▪ reduce running costs through rationalisation of the Council's property portfolio for reinvestment against priorities; ▪ maximise capital receipts through disposal of property assets to invest in the priorities of the Capital Programme; and ▪ reduce our carbon footprint and overall energy requirement for environmental and financial impact against targets set. 	A	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ Identification of a lease releases programme. ▪ Development of a 10 year capital strategy. ▪ Mobile and agile working mobilised in some services; releasing space. This is an ongoing programme of activity. ▪ Identification of specific partners for each of the Flintshire Connects hubs (identified for Holywell). 			

Improvement Activity		Progress RAG	Outcome RAG
6.6	Complete TAITH work programmes Work is ongoing to: - <ul style="list-style-type: none"> ▪ offer positive alternatives to single occupancy car travel; 	G	G

	<ul style="list-style-type: none"> ▪ reduce road traffic levels; and ▪ reduce the carbon footprint. 		
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Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ The Taith programme for 2011/12 has been successfully completed. The 2012/13 programme has been identified and development and delivery work is underway. ▪ The Employee Travel Survey consultation period has ended. ▪ A cycle to work scheme is currently being promoted. 			

Improvement Activity		Progress RAG	Outcome RAG
6.7	Development of skills to align with business needs Work is ongoing to: - <ul style="list-style-type: none"> ▪ identify the skills 'gap' with the local business community. Adopt a strategy to close the 'gap'; ▪ create a more sustainable local employment market; and ▪ sustain local business competitiveness. 	G	G

Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ Weekly Job Clubs have been set up in all Community First areas; supporting around 25 people per week. ▪ Staff have developed and focused their skills into supporting the employability agenda for local people. ▪ The Council is working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met. 			

Improvement Activity		Progress RAG	Outcome RAG
6.8	Encourage and retain business investment in Flintshire Work is ongoing to: - <ul style="list-style-type: none"> ▪ increase business investment in Flintshire; ▪ increase the number of jobs in Flintshire; and ▪ sustain local business competitiveness. 	G	G

Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ The Buckley development process is underway. ▪ The Council is working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met. ▪ The Council is working with businesses to develop an infrastructure to meet future demands. 			

- Flintshire Open for Business has been introduced to encourage county based and potential inward investment.

Improvement Activity		Progress RAG	Outcome RAG
6.9	Implement the Families First initiative We will by the end of September 2012: - <ul style="list-style-type: none"> mitigate the impact of poverty on families in Flintshire; provide families with support to improve their quality of life and life chances; and positively impact on the referral rates to other statutory services for support. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> The Families First Initiative Plan has been submitted and approved. 			

Improvement Activity		Progress RAG	Outcome RAG
6.10	Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future We will by March 2012 ensure that the care home market is sustainable and provides high quality and appropriate care for local people.	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> A sub-regional model has been agreed with Wrexham County Borough Council and Denbighshire County Council and with Care Forum Wales. Consultation has taken place with local care home owners. Local data has been collected and validated. Care homes have been informed of the new rates for 2012/13, which are within the Directorate's allocated budget. 			

Improvement Activity		Progress RAG	Outcome RAG
6.11	Develop a strategy to manage the impacts of Welfare Reform We will by June 2012: - <ul style="list-style-type: none"> adopt and implement a comprehensive Welfare Reform Strategy to protect those vulnerable to poverty through welfare reform; adopt and implement a homeless prevention plan; increase the rate of vulnerable people prevented from becoming homeless; implement a new Council Tax Benefit Scheme from April 2013; 	A	A

	<ul style="list-style-type: none"> create an effective transition of Housing Benefit administration to the Department of Working Pensions; and fully identify the financial implications and include them in the Medium Term Financial Plan. 		
Progress made during 2011/12			
<ul style="list-style-type: none"> Welsh Government support funding has been received for an additional officer for 18 months to minimise the effects of reduction in the local housing allowance. An increased number of residents have been supported to access social security benefits. The Flintshire Family Bond scheme has been introduced. The most vulnerable households have been identified. Additional temporary homelessness accommodation is planned. Profiling of working age tenants claiming housing benefit who rent from the local authority has taken place. Briefing sessions to local members, internal and external staff, private landlords have taken place. A Community Leadership strategic risk (SARC) for Welfare Reform has been endorsed. 			

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Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CL09	Economic Regeneration Health of the Local Economy	A	A
CL10	County Town Network Regeneration & Protection The decline of town centres	G	G
CL11	Integrated and Public Transport Infrastructure Compliance with legislative requirement to minimise congestion	G	A
CL12	Skills needs of employers Webb Review "Promise and Performance" - independent review of Further Education in Wales has implications for providers and stakeholders of 14-19 year old learners. Collaboration of Further Education and Higher Education providers to meet the changing training needs of employers	A	G
CD03	Transition from the UDP to the LDP If the Council fails to adopt the UDP it cannot progress with the development of the LDP	A	G
CD04	Planning Protocol To further improve planning development control arrangements to further increase confidence in planning decisions and processes	A	A

CD12d	Homelessness Changes in legislation and reduction in supply of suitable accommodation continue to exert pressure	A	A
CD38	Welfare Reform Changes resulting from the Welfare Reform Act	New Risk for 2011/12	R

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator & Improvement Target: Percentage reduction in carbon dioxide emissions in the non domestic public building stock	5.49%	2.89%	3.88%	Improved	4.2%	12 th / 20
National Indicator: The percentage of adults aged 60+ who hold a concessionary travel pass	70.4%	73.24%	76.25%	Improved	82.6%	18 th / 22
National Indicator: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	91.06%	95.33%	85.52%	Downturned	60.5%	8 th / 22
Improvement Targets						
Local Indicator: Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	16.80 days	10.03 days	7.68 days	Improved	Not Applicable	
National Indicator: The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	253.86 days	167.12 days	123.73 days	Improved	128 days	13 th / 22

National Indicator: The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Not Applicable	6.63 days	9.44 days	Marginal Decline	18.79 days	7 th / 15
National Indicator: The average number of days that all homeless households spent in other forms of temporary accommodation	Not Applicable	225.88 days	209.92 days	Improved	140.34 days	19 th / 22
Local Indicator: The percentage of determined appeals that upheld the authority's decision, in relation to planning application decisions	56.36%	56.76%	70%	Improved	Not Applicable	
National Indicator: The percentage of minor planning applications determined during the year within 8 weeks	60.09%	57.46%	53.15%	Downturned	61.9%	17 th / 22
National Indicator: The percentage of enforcement cases resolved during the year within 12 weeks of receipt	38.36%	52.41%	73.12%	Improved	66.1%	9 th / 22

Progress
G

Outcome
G

IMPROVEMENT PRIORITY 7

To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services

Improvement Priority Lead – Overall Progress Comment (IP7)

Overall we are very pleased with the progress achieved in relation to this Improvement Priority and are confident that the desired outcomes will be achieved. In summary our key achievements for 2011/12 and deliverables for 2012/13 include: -

- We are currently implementing the staffing skill mix that is required for each of the localities, Intake, Reablement and First Contact Teams. Capacity to provide a sound platform for a sustainable service has been built in to these teams. Our employees have worked hard to achieve this and their commitment to the transformation programme is evidence of their continued dedication to providing high quality, accessible services. During all this change we have not lost sight of what is most important to us, the people we serve and the difference we make to peoples lives. Our new structures will continue to promote this, and will ensure the new model of service provides both quality of provision, and financial sustainability.
- Promoting people's independence through short term intervention has been achieved through our focus on reablement and increasing use of assistive technology. This is evidenced in the outcomes for individuals; in the numbers going through reablement and its positive financial impact.
- We are well under way with moving to Locality working, confirming the skill mix required, and are in the process of transferring the skill mix to each locality. Progress is satisfactory, and we are confident that the outcome will be achieved.
- Plans are progressing well for the opening of our second extra care facility, Llys Jasmine, in 2013, to support 48 older people and 15 people with moderate dementia. A promotional event was held in early July 2012, from which 80 enquiries have been received.
- Within Learning Disability services we have developed 3 additional supported living properties, one the result of a Citizen Directed Support approach. Our target for 2012/13 is to have 170 people using direct payments to support their eligible needs.
- One of Flintshire work opportunities projects Abbey Metal has won the Company of the Year National Care Award 2012, from the National Association for Safety and Health in Care Services (NASHiCS). This is a testimony to the achievements of staff and service users within the project.
- A review of all our day and work opportunities is being undertaken to ensure they remain fit for purpose. The need to do this was identified in the draft Head of Service Plan
- Across Adults and Childrens Services the new Transition Service is now established, with senior staff in post and further recruitment underway to increase the teams' capacity.
- Citizen Directed Support/ Direct Payments have increased and we are pleased to say that we are meeting targets identified within our local performance indicators. We have retained Direct Payments as a corporate improvement target for 2012/13.

- Social Services for Children continue to provide preventative services to reduce care episodes and support parents. Volunteer mentor and tenancy support programmes are well established. Team Around the Family (TAF) has been implemented via the Families First programme, and the Welfare Rights programme has been expanded. In addition, the roll-out of the Integrated Family Support Service (IFSS) continues, with a target date of April 2013. IFSS will provide broader support for disadvantaged families with complex needs, complementary to the Flying Start and Families First programmes, and includes the volunteer mentor scheme for children with a disability.
- Flintshire have appointed an additional post within the Family Placement Team to support kinship carers. The process for Kinship Care applications is being reviewed by the Kinship Carers Regional Development Group, and will include improvements to the support provided to kinship carers.
- Youth Justice and Young People's Drug and Alcohol Team successfully launched a DVD looking at alcohol misuse, created by young people known to the service, and for use by all agencies.

In relation to the management of our strategic risks, good progress has been made in undertaking the actions to mitigate the risks. However, given the complexities of the risk and the level of direct control the Council has over them the risks are assessed as medium at the year end.

With regard to our performance against our improvement targets, we are very pleased to be able to report improvement in five out of the 6 indicators, with marginal decline in performance for the remaining improvement target.

Improvement Activity		Progress RAG	Outcome RAG
7.1	<p>Transform Social Services for Adults to promote independence and build community capacity</p> <p>We will by March 2013: -</p> <ul style="list-style-type: none"> ▪ divert adults in Flintshire from statutory services where appropriate; ▪ enhance the provision of local services on a multi-agency basis for complex needs; ▪ develop and implement a model for transformed service and achieve service change targets; and ▪ commission services to meet the needs of carers. 	A	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ Phase I restructure of Social Services for Adults was approved at Executive in November 2011 and Phase II development commenced February 2012. ▪ Locality models have been established in 3 locality areas with co-located council and health employees. 			

- The Carer's Commissioning Strategy 2012-2015 has been adopted.

Improvement Activity		Progress RAG	Outcome RAG
7.2	<p>Expand the Council's extra care housing provision</p> <p>We will by April 2013 increase the rate of personalised support for independent living in the community.</p>	G	G

Progress made during 2011/12

- The Mold Extra Care Scheme has been approved by Welsh Government and building work is expected to be completed Spring 2013. In total it is planned that there will be an additional 3 extra care schemes operating in Flintshire by 2016.
- Initial discussions have taken place with local Registered Social Landlords about the potential for developing further schemes.

Improvement Activity		Progress RAG	Outcome RAG
7.3	<p>Develop a range of temporary accommodation and independent living options for care leavers</p> <p>We will by March 2013: -</p> <ul style="list-style-type: none"> ▪ prevent extended stays in existing temporary accommodation including bed and breakfast; ▪ ensure care leavers receive a seamless, sensitive service and are accommodated in safe and appropriate accommodation; and ▪ enable care leavers to develop the skills to live independently or with minimum support. 	G	G

Progress made during 2011/12

- British Association for Adoption and Fostering have conducted a review of Supported Lodgings Schemes in Flintshire. The review has been presented to the Children's Services Forum and recommendations are to be determined by the Community Services Directorate Management Team
- The Council Cabinet approved 10 units of accommodation from Council stock to be allocated specifically for the use of young people in July 2011.

Improvement Activity		Progress RAG	Outcome RAG
7.4	<p>Develop new Supporting People services to strengthen homeless prevention</p> <p>We will by March 2012 provide improved support for young people with complex needs and those</p>	G	G

	with HIV or AIDS.		
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ New Supporting People Services projects: - <ul style="list-style-type: none"> i) the Complex Needs Project for young people has been launched; and ii) a regional service for people with HIV or AIDS has been commissioned. 			

Improvement Activity		Progress RAG	Outcome RAG
7.5	Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project) We will by October 2012 maximise income from charging for personal care and housing related support services within a fair and consistent policy that takes account of service users' ability to pay.	A	A
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ The charging policy is under re-consideration by members as part of the corporate review of fees and charges. 			

Improvement Activity		Progress RAG	Outcome RAG
7.6	Modernise the warden service We will by March 2012: - <ul style="list-style-type: none"> ▪ provide services based in the local community in accordance with individual needs; and ▪ extend services to Flintshire residents living in their own homes. 	G	G
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ Work is progressing ahead of schedule with the modernisation and expansion of the warden service. A six month pilot started in November 2011. ▪ All sheltered housing tenants are currently having their support needs assessed through the completion of a comprehensive support plan. As a result, the service has been able to maximise the efficient use of its resources and increase the support provided to some tenants. For example, some tenants who historically only received a one day a week service are now receiving support five days a week. Tenants can receive support visits on a monthly, weekly or daily basis. In addition, the new service model allows the flexibility for tenants with appropriate needs, to receive more than one visit in a day. ▪ Two pilots have been established in Shotton and Ewloe to trial the expansion of the support service to council tenants in general needs housing. In February 2012, a leaflet was delivered to all tenants living in the general need housing stock within 			

the pilot areas. The community based warden support service is being delivered by a small team of Accommodation Support Officers who are based in the local community.

- A full evaluation of the outcomes from the pilots is currently being compiled and on the understanding that they are as anticipated, the roll-out of the improved service will commence from June 12.

Improvement Activity		Progress RAG	Outcome RAG
7.7	<p>To introduce locality working with Betsi Cadwaldr University Health Board in support of enhanced primary health care services and prevention of ill health</p> <p>Work is ongoing with the first team to be in place by July 2012 to: -</p> <ul style="list-style-type: none"> ▪ provide a more consistent, coordinated local service for service users in primary health in the 3 county localities; and ▪ progress prevention of ill health across the 3 county localities. 	G	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ A Locality Leadership Team has been established. ▪ Stakeholder sessions have been undertaken with Members. ▪ A presentation has been made to the LSB and County Forum. ▪ The Terms of Reference has been developed and agreed with NHS colleagues. ▪ Clinical leads have been appointed for all localities - South Flintshire, North West Flintshire & North East Flintshire. ▪ The Health Social Care and Wellbeing Strategy (HSCWB) has been adopted. 			

Improvement Activity		Progress RAG	Outcome RAG
7.8	<p>Complete the Inclusion Service Review and implement new arrangements to support children with Additional Learning Needs</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> ▪ agree a new model with timelines identified for implementation; and ▪ educate more young people appropriately in their home area. 	A	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The proposed structure of specialist provision has been outlined and consultation has taken place across the Inclusion Service and School Improvement Officers. Consultation is also underway with school and health professionals. ▪ The business case for selected regional services has been developed and consultation is underway with regard to staff. ▪ Consultation is underway with both primary and secondary schools regarding delegation of funding for social inclusion. 			

Improvement Activity		Progress RAG	Outcome RAG
7.9	Implement the 2011-14 Children and Young People's Plan including 'roll out' of Common Assessment and Integrated Family Support Teams We will by April 2014 meet the Welsh Government Families First four National Outcomes and Flintshire's seven local action priorities.	A	G
Progress made during 2011/12 <ul style="list-style-type: none"> Team Around the Family Team, (TAF) – the team were recruited in October 2011 and began taking referrals with effect from February 2012. A Results Based Accountability (RBA) format for performance monitoring and evaluation for TAF and Families First has been implemented. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CL05	Social Care for Older People Demographic factors show an increase in the numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.	A	A
CL07	Relationship with Local Health Board & Public & Primary Health The impacts on service planning and continuity in primary and secondary health care, and public health services, on the re-organisation of Health Bodies and the formation of the Betsi Cadwaladr University Health Board.	A	A
CD12e	Sheltered Housing Not meeting the goal of developing and implementing a modern high quality service.	A	A
CD26	Disabled Facilities Grants Disabled Facilities Grants require improved process time to meet customer needs.	A	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Targets						
National Indicator: The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	64.71%	41.67%	73.30%	Improved	63.5%	12 th / 22
National Indicator: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	81.82%	61.54%	71.43%	Improved	52.2%	3 rd / 22
National Indicator: The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people	N/A	297.6 days	307.05 days	Marginal Decline	378 days	6 th / 21
National Indicator: The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	N/A	446 days	410.23 days	Improved	322 days	18 th / 21
National Indicator: The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	102.14 days	171.77 days	107.16 days	Improved	43 days	19 th / 20
Local Indicator: Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	146 people	135 people	177 people	Improved	Not Applicable	

Progress A	Outcome G	IMPROVEMENT PRIORITY 8 To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets
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Improvement Priority Lead – Overall Progress Comment

This improvement priority is both broad and complex focusing on two principle areas,

- 1) meeting housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes; and
- 2) ensuring effective housing services exist in the social, mixed tenure and private sector housing markets to meet local need.

Overall good progress has been made in developing additional affordable housing, however delivery of market affordable housing is dependent upon developers timescales. A series of LEAN reviews have been undertaken to improve efficiency in service provision across housing services including void property management and elements of the repairs service. The impacts of these reviews are now starting to show improvements. Further reviews are scheduled to be undertaken during 2012/13 focusing on areas such as housing allocations.

Key achievements for 2011/12: -

- 143 social rented/intermediate rent homes were programmed to be made available during 2009-2010 and a further 63 will be provided between 2011-2014
- We secured 140 affordable homes with the Flintshire County Council (FCC) Shared Equity model
- We established the FCC Gifted Homes model
- We secured £368k in commuted sums with £600k due shortly to support additional affordable homes provision
- Levels of void (empty) properties were reduced to 2% from almost 3% of stock and re-let times for properties reduced from 154.20 days to 51.59 days
- Improvements were seen in both the emergency and urgent categories of average repair times, achieving 0.38 days and 8.62 days respectively

The Housing Service is working toward the following key deliverables for 2012/13 including: -

- Securing top quartile performance for the housing service (to measure this the Housing Service subscribes to the HouseMark benchmarking service in order to measure its performance against comparable social landlords)
- Implementing a staff restructure in housing asset management to further improve service delivery
- Further developing mobile working
- Improving our Anti-Social-Behaviour services

- Piloting an in-house disabled adaptations team
- Developing tenant feedback on our housing services and getting more young people involved
- Improving the completion times for adaptations
- Increasing the supply of affordable housing in Flintshire across all tenures by working with a range of stakeholders and partners to meet known and emerging needs
- Minimising homelessness by offering an integrated service and ensuring no households are in temporary accommodation for more than 12 months
- Delivering new homes and services in Flint town centre as part of the Flint Regeneration Scheme

In relation to the management of our strategic risks good progress has been made in relation to undertaking actions to mitigate the risks, however the risks were assessed as 'medium' in consideration of the changing environment. The wording of the risks will be revised to reflect these changes during 2012/13.

In relation to the Improvement Targets aligned to this Priority we are pleased to report improved performance for all six indicators.

Improvement Activity		Progress RAG	Outcome RAG
8.1	Lead the Deeside Housing Renewal Area programme Work is ongoing to: - <ul style="list-style-type: none"> ▪ improve the condition of housing stock; and ▪ improve the energy efficiency of housing stock. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ Work has continued on Phase 2 of the Group Repair programme, which consists of 176 eligible properties. ▪ The programme continues to gain momentum bringing the total number of properties surveyed to 90 at the end of 2011/12. 			
Improvement Activity		Progress RAG	Outcome RAG
8.2	Further improve the Council's housing management and housing repairs service Work is ongoing to: - <ul style="list-style-type: none"> ▪ ensure housing landlord services perform to high industry standards; and ▪ externalise stores to meet operational service and efficiency targets. 	G	G
Progress made during 2011/12			

- Work is continuing to deliver all areas of the Housing Service Improvement Plan which is being led the Housing Asset Manager.
- An external stores service is now in operation, replacing the Council's former stores at Canton Greenfield.
- A scheme offering extended hours to increase flexibility in the building maintenance service has been piloted to enable the service to better fit in with customers working patterns.

Improvement Activity		Progress RAG	Outcome RAG
8.3	Increase the supply of affordable housing for first time buyers and people with special needs as a priority We will by March 2012 achieve a net increase in affordable housing units for local people.	A	A
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ A Housing Strategy seminar has been hosted by Flintshire County Council. ▪ A Housing Strategy has been developed in partnership with Wrexham County Borough Council. ▪ An affordable housing toolkit has been developed which provides advice notes and guidance to applicants. 			

Improvement Activity		Progress RAG	Outcome RAG
8.4	Extend the range of options in private sector housing We will by April 2012 provide a greater range of housing options to meet the needs of local people.	A	G
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ Cabinet has agreed to a loan of £100k to Cymdeithas Tai Clwyd to progress the First Time Buyer Deposit loan scheme. 			

Improvement Activity		Progress RAG	Outcome RAG
8.5	Develop a regional housing register and common allocations policy We will by April 2012 increase accessible public sector housing for local people.	A	G
Progress made during 2011/12			
<ul style="list-style-type: none"> ▪ Progress is being made on a project to develop a regional housing register and common allocations policy, which currently involves Flintshire, Wrexham, Denbighshire and Conwy Councils in addition to the following Registered Social Landlords: Tai Clwyd; Pennaf; Wales and West Housing Association and North Wales Housing Association. ▪ The target date for completion of the project has been revised to September 2012 to reflect its complexity. 			

Improvement Activity		Progress RAG	Outcome RAG
8.6	Implement Section 106 Funding Policy Work is ongoing to: - <ul style="list-style-type: none"> ▪ adopt Section 106 policy to deliver local affordable housing; and ▪ maximise funding streams from Section 106 agreements to meet local need 	A	A
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ Recommendations for the Section 106 audit report have been adopted. ▪ Education Funding Local Planning Guidance Note have been consulted upon and reported back to the Planning Protocol Working Group. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CL04	Affordable Housing A limited supply of affordable housing would put at risk the council's strategic vision "To ensure that existing and future residents of Flintshire can access quality housing that is affordable and meets diverse needs and aspirations with safe, healthy and sustainable communities"	A	A
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area Loss of opportunity to implement the first Housing Renewal Area for the county and to regenerate Shotton and Deeside urban areas	A	A
CD12a	Housing Strategy The strategic housing function must maintain capacity in order to direct change and improvement delivered at a time of strategic change and uncertainty	A	A
CD12b	Housing Management If a customer focused and performance culture is not embedded across housing services it will threaten the authority's vision to become recognised as a landlord of choice	A	A
CD12c	Housing Repairs and Maintenance Services Service delivery improvements need to continue to achieve top quartile performance	A	A

CD14	Housing Ballot Not meeting the objective of completing a housing ballot in a reasonable timescale and according to WG guidelines	A	A
CD19	Gypsies and Travellers Management of demand/casework and provision of sites/facilities	A	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	New Indicator for 2011/12	New Indicator for 2011/12	28.57%	Not Applicable	26%	11 th / 22
Improvement Targets						
Local Performance Indicator: The average number of calendar days taken to complete urgent repairs	10.84 days	9.66 days	8.62 days	Improved	Not Applicable	
Local Indicator: The average number of calendar days taken to complete non-urgent repairs	59.52 days	64.80 days	61.15 days	Improved	Not Applicable	
Local Indicator: The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year	2.90%	2.73%	2.32%	Improved	Not Applicable	

Local Indicator: The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	130.72 days	101.47 days	51.59 days	Improved	Not Applicable
Local Indicator: Percentage of gas safety checks completed	96.79%	98.05%	99.35%	Improved	Not Applicable
Local Indicator: The percentage of void properties achieving zero defects on work undertaken	90.41%	96.19%	98.50%	Improved	Not Applicable

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Progress A	Outcome A	IMPROVEMENT PRIORITY 9 To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
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Improvement Priority Lead – Overall Progress Comment

This Improvement Priority covers a wide variety of services based primarily across the three divisions within the Directorate of Lifelong Learning but also supported by other Council services and partner organisations. A lot of good progress has been made in key areas within this large and complex Improvement Priority and we are confident we will successfully deliver our outcomes in the following areas: -

- improving learning outcomes in Flintshire schools;
- completing reviews of the school funding formula and delegation of funding
- reviewing the range of services offered to schools and issuing of a revised partnership agreement and compendium of Service Level Agreements
- implementing the priorities of the Libraries, Arts & Play Strategies, including refurbishment of 16 children's play areas across the county and commitment to a further 19 play areas for during 2012/13
- implementing the priorities of the Leisure Strategy, including refurbishment of the Deeside Leisure Centre including the opening of the first day spa in Wales (Afon Spa) and Evolution Extreme, the first indoor Extreme Sports Arena in Wales and one of the largest of its type in Europe. Further developments included the refurbishment of the Flint Pavilion (including new Play Zone, STUDIO SPACES, Catering outlet, Indoor and Ten Pin Bowling) and at the Flint High School Sports Hall.

Good progress has also been made with the complex challenges of school modernisation. Within the primary programme of school modernisation we opened a new primary school in Connah's Quay and amalgamated four junior and infant schools. Consultation has been commissioned in relation to two more pairs of infant and junior schools. Statutory proposals have been commissioned for closure of one small primary school. In the Secondary sector, the Administration has approved preferred options in three areas with a high concentration of surplus places. Business Case development is also underway towards implementation of the agreed approach to transformation of post 16 education in Deeside and North Flintshire.

Although Flintshire has a successful track record of improving pupil outcomes across all Key Stages resulting in amongst the best outcomes at GCSE in Wales, there are renewed challenges to ensure that relative outcomes in the primary sector improve and that fewer primary schools enter categories of concern as a result of Estyn inspections.

In relation to the management of our strategic risks, two were assessed as high at the end of 2011/12, despite good progress being

made throughout the year; this is essentially due to the current financial constraints and our inability therefore to expedite works to improve the condition of our school and leisure and facilities. There is further work needed to match service delivery expectations and budget within the leisure portfolio.

In relation to our Improvement Targets we showed improved performance in seven of our eleven Improvement Targets with a further two indicators achieving static performance at the best achievable level of performance for a second consecutive year.

Improvement Activity		Progress RAG	Outcome RAG
9.1	<p>Implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme</p> <p>We will between 2012 and 2015: -</p> <ul style="list-style-type: none"> ▪ ensure all local schools have less than 25% surplus places; ▪ improve learning and working environments in prioritised schools; and ▪ improve learning opportunities and outcomes for children and young people in prioritised schools. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ The School Modernisation Strategy is now in place. ▪ Primary school amalgamations are moving ahead with 2 new schools. 			

Improvement Activity		Progress RAG	Outcome RAG
9.2	<p>Improve learning outcomes in Flintshire schools</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> ▪ strive to ensure that no schools are in the category of concern for Estyn (as the regulator); ▪ ensure Flintshire's performance at core subject indicators is above the benchmark level at all key stages; and ▪ attendance does not drop below 93.6% in primary and secondary schools. 	G	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ Primary and secondary improvement strategies are in place and progress reported to Lifelong Learning Overview & Scrutiny Committee on a regular basis. ▪ Flintshire is above the free school meals benchmark performance in almost all indicators at Key Stage 3 and Key Stage 4. ▪ The full business case has been approved for regional school improvement delivery. 			

- Three primary schools have been removed from Estyn categories of concern since December 2011, whilst one has been placed in a category of concern. Three other schools remain in a category of concern.

Improvement Activity		Progress RAG	Outcome RAG
9.3	Complete reviews of the school funding formula and delegation of funding We will by September 2013: - <ul style="list-style-type: none"> accept the new funding formula as transparent, affordable, equitable and sustainable; and implement the new funding formula post-consultation. 	A	G
Progress made during 2011/12			
<ul style="list-style-type: none"> Primary and secondary phase review groups are now operational. 			

Improvement Activity		Progress RAG	Outcome RAG
9.4	Review the range of services offered to schools and issue a revised partnership agreement and compendium of Service Level Agreements Work is ongoing to: - <ul style="list-style-type: none"> Implement the Regional School Improvement Service and strategy; performing to the agreed service and financial standards set; and put in place revised partnership agreements, issue the compendium and ensure it is operable. 	A	G
Progress made during 2011/12			
<ul style="list-style-type: none"> The consultation on the Regional School Effectiveness and Improvement Service is complete. A review group had been established for service reviews. 			

9.5 has been superseded by 9.2 above.

Improvement Activity		Progress RAG	Outcome RAG
9.6	Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme Work is ongoing to: -	A	A

	<ul style="list-style-type: none"> ▪ improve and modernised leisure offers resulting in net increases in income and participation levels; ▪ introduce new facilities (indoor bowling provision in Flintshire, a new children's soft play area and an enlarged fitness suite) resulting in net increase in income and participation levels; and ▪ consolidate the administrative function across the service area resulting in improved efficiency and consistency in accounts payable / receivable process and improved customer service at the first point of contact . 		
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Progress made during 2011/12

- The partnership for the renewal of Leisure Centres has been established.
- Renewal of Deeside Leisure Centre is complete.

Improvement Activity		Progress RAG	Outcome RAG
9.7	<p>Implement the priorities of the Libraries, Arts and Play Strategies</p> <p>Work is ongoing to: -</p> <p>LIBRARIES:</p> <ul style="list-style-type: none"> ▪ meet our service plan priorities and performance indicator targets; ▪ increase rates of new users; and ▪ contribute to and implement agreements from the pilot project in North Wales and Powys for collaboration. <p>ARTS:</p> <ul style="list-style-type: none"> ▪ increase participation in local cultural programmes. <p>PLAY:</p> <ul style="list-style-type: none"> ▪ improve the range and quality of local children's play area provision; and ▪ increase play opportunities for children and participation rates. 	A	A

Progress made during 2011/12

LIBRARIES

Good progress has been made: -

- The number of online taster sessions has been maintained and a total of 718 adult learner sessions were delivered in libraries.
- 8526 people were assisted to get online through the Race Online campaign.
- The number of children taking part in the Summer Reading Challenge increased by 4.7%.
- The number of virtual library visits increased by over 30%.

- Library membership increased by 5%.
- ARTS
- Projects have been delivered in schools including 37 schools taking part in Dancefest (20+ events over 2 weeks in March and artists in residence throughout the year).
- PLAY
- Progress has been made on upgrading play areas through a match funding partnership.

Improvement Activity		Progress RAG	Outcome RAG
9.8	<p>Implement the Youth Strategy</p> <p>Work is ongoing to: -</p> <ul style="list-style-type: none"> increase the number of youth work sessions; and make the service more viable through a reduction in resources committed to youth provision buildings. 	A	A
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> The Youth Strategy has been adopted. Executive have approved consultations around Human Resources, but premises consultations have been delayed. Consultation meetings began in November 2011. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CL15	<p>Clwyd Theatr Cymru (CTC)</p> <p>Future viability, security and importance of Clwyd Theatr Cymru as a national, regional and local cultural and arts venue</p>	A	A
CD10a	<p>Leisure Revenue Funding</p> <p>Current funding levels for Leisure Services do not support the Leisure Strategy's 3 Key Strategic Priorities</p>	New Risk for 2011/12	R
CD10b	<p>Leisure Capital Projects</p> <p>Inability to meet the monthly rental amounts payable to Alliance Leisure Services for Leisure Facility re-development projects</p>	New Risk for 2011/12	A

CD10c	Leisure Play Strategy Current funding levels for the Play Unit do not support the delivery of the Play Strategy's 6 Priority Development Areas	New Risk for 2011/12	A
CD20	School Buildings / School Modernisation Condition, suitability and sufficiency of education assets	R	R
CD22	School Improvement Regional Project Developing Regional Approaches to School Improvement Support	New Risk for 2011/12	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator: The number of visits to Public libraries during the year, per 1,000 population	New Indicator for 2010/11	6252 visits	5495.64 visits	Downturned	6048 visits	12 th / 22
Improvement Targets						
Local Indicator: The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	7 pupils	12 pupils	7 pupils	Improved	Not Applicable	
National Indicator: The percentage of all pupils (including those in local authority care) in any local authority maintained school aged 15 as of the preceding 31st August who leave education, training or work based learning without an approved	0.39%	0.69%	0.39%	Improved	0.5%	Joint 5 th / 22

external qualification						
Local Indicator: The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	0 pupils	0 pupils	1 pupil	Marginal Decline	Not Applicable	
National Indicator: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as of the preceding 31st August who leave compulsory education, training or work based learning without an approved external qualification <i>Note: 2010/11 value qualified by WAO</i>	0%	21.43%	0%	Improved	3.5%	Joint 1 st / 22
National Indicator: The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	3.33 school days	32 days	2 days	Improved	37 days	10 th / 21
National Indicator: The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	15 school days	0 school days	0 school days	Static	12 school days	Joint 1 st / 21
National Indicator: The average point score for pupils aged 15 as of preceding 31st August, in schools maintained by the local authority <i>Note: 2010/11 value qualified by WAO</i>	371.26 points	384.85 points	413.53 points	Improved	424.4 points	15 th / 22

National Indicator: The percentage of final statements of special education need issued within 26 weeks, including exceptions	96.92%	88.33%	94.83%	Static	73.3%	6 th / 22
National Indicator: The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	81.54%	100%	100%	Improved	94.4%	Joint 1 st / 21
National Indicator: The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months.	17.54%	17.36%	9.52%	Improved	12.2%	8 th / 22
National Indicator: The average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year	5.6 days	1.5 days	15.5 days	Downturned	6.6 days	22 nd / 22

Progress
A

Outcome
G

10 - To protect, plan and develop sustainable natural and built environments

Improvement Priority Lead – Overall Progress Comment

Priority 10 is very much a long term priority, but there has been good progress made towards achieving the improvement activity within all but one of the areas showing a 'green' (high level of confidence) outcome RAG status. The SARC RAG status very much reflects the long term nature and complexity of the risks associated with the ambitious projects that we are undertaking and the uncertainty of external influences on the outcome of the SARC e.g. severe winter weather.

Performance for four out of five of our Improvement Success Measures had improved on that achieved in the previous year with the remaining 1 showing a marginal decline. Performance against both the Improvement Targets also improved on that achieved for 2010/11.

Highlights for 2011/12 include: -

- All operational services are now based at Alltami Depot and Phase one of office modeling has been completed. A Planning application has been submitted for external works at the Depot
- Managed Weekly Collections for all residents in Flintshire commenced in November 2011
- The Council exceeded the statutory target for recycling (52%), with outturn performance of 59.41%
- Successfully diverted 3296.56 tonnes of waste away from landfill
- Achieving a 3.88% reduction in carbon emissions from Council buildings
- Increased use of renewable technologies particularly in new build and refurbishment projects
- Successful installation of a Biomass boiler at Whitford
- Agreement of a rail based solution agreed for the North Wales Regional Waste Treatment Partnership (NWRTP)
- A preferred bidder was nominated for the Regional Food Waste facility
- A new Flintshire Visitor Centre was opened in Mold
- Welsh Government approval for the Rural Development Plan programme and progression of 4 projects worth in total £4,980,562 to improve the quality of life and economic vitality of rural communities
- Use of Community Energy Saving Programme (CESP) funding to replace insulation and boilers for local residents
- Opening of the Flintshire length of the All Wales Coastal Footpath

Looking Forward to 2012/13 our key deliverables will be: -

- Development of the Local Development Plan (LDP)
- Approve all Unitary Development Plan (UDP) Supplementary Planning Guidance
- Development of the Built Heritage Conservation Strategy
- Through the Rural Development Plan (RDP) deliver Rural Improvement Projects
- Review of the Flintshire Regeneration Strategy
- Ensure statutory recycling targets are met
- Undertake a review of the Streetscene services
- Deliver Town and Village Streetscape Enhancements and link Flintshire's Communities two projects with a total value of just under £1.8 million
- Continued implementation of carbon reduction strategy and installation of energy monitoring systems in Council buildings
- Promote energy conservation within the Council and support Directorates on implementation of energy and water conservation measures
- Cross Directorate involvement in the development of a comprehensive Sustainable Urban Drainage Scheme policy

Improvement Activity		Progress RAG	Outcome RAG
10.1	<p>Develop a single integrated operational depot</p> <p>We will by January 2013: -</p> <ul style="list-style-type: none"> ▪ achieve planning consent for a single integrated depot; ▪ open a single integrated depot which will operate to performance and efficiency targets; and ▪ appoint area teams with flexible roles to achieve set service standards. 	A	G
<p>Progress made during 2011/12</p> <ul style="list-style-type: none"> ▪ All operational services are now based at Alltami. ▪ The strategic winter maintenance depot will be retained at Halkyn. ▪ The Office Modelling contract has commenced. ▪ The planning consent for a single integrated operational depot has been presented to Committee. 			

Improvement Activity		Progress RAG	Outcome RAG
10.2	Introduce the new waste collection system for residual, food and recyclates We will by October 2011: - <ul style="list-style-type: none"> ▪ manage a successful transition to weekly collection changes across the county; ▪ minimise the amount of waste sent to landfill; and ▪ increase the amount of recycle material collected, meeting the Welsh Government targets. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ Full Managed Weekly Collection for all residents started 7th November 2011. ▪ Interactive maps to show individual collection arrangements are now on website for public viewing. ▪ A review of the Service changes is now complete and an improvement action plan has been agreed and is now being implemented. 			

Improvement Activity		Progress RAG	Outcome RAG
10.3	Manage energy consumption within Council buildings Work is ongoing to: - <ul style="list-style-type: none"> ▪ reduce energy consumption; ▪ ensure net increases in the use of renewable technology; and ▪ reduce the carbon footprint. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ A 3.88% reduction in energy consumption for our Council buildings was achieved, which is an improvement on the previous year's performance (a reduction of 2.89%), but slightly short of the 4% target.. ▪ Extensive work has been undertaken in relation to environmental control management and new system provision. ▪ Renewable technologies have been utilised on a number of sites to support the overall strategy geared towards energy reduction. ▪ Programmes to reduce total energy use are ongoing including Flintshire County Council Capital spend to save, Salix spend to save and Salix energy efficiency loan schemes (SEELS). ▪ Deeside Leisure Centre has been significantly refurbished in terms of facilities and from an energy perspective. Despite a large increase in operating floor area and 20% more customers, the sites energy consumption has been reduced. ▪ The installation of automatic meter readings for all gas and most electricity supplies to all County Council buildings is now complete. ▪ Display Energy Certificate renewals are currently ongoing for the year to 31 March 2012 and new surveys to produce Display 			

Energy Certificate's for 500sqm to 1000sqm sized premises (the next tranche of buildings requiring this E.U. legislation) have also commenced.

Improvement Activity		Progress RAG	Outcome RAG
10.4	North Wales Residual Waste Treatment Project We will by October 2016: - <ul style="list-style-type: none"> ▪ meet Welsh Government targets for recycling; and ▪ open a new regional residual waste facility(ies) operating to target. 	A	A
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ An outline business case was developed in 2010 that was successful in securing £142m funding from the Welsh Government. ▪ A procurement process subsequently commenced in August 2010. Detailed solutions were submitted in late January 2012 from 3 bidders in order to assist the partnership make a decision on whether road or rail should be utilised as main method of transporting the waste. ▪ A decision was made in March 2012 by North Wales Residual Waste Treatment Project Joint Committee to favour rail as the main method of transporting the waste based on information from the bids and the feedback from the consultation process held in Summer / Autumn 2011. ▪ Refined bids were received from bidders in April 2012 following the above decision. 			

Improvement Activity		Progress RAG	Outcome RAG
10.5	Regional Food Waste Treatment Facility We will by April 2014: - <ul style="list-style-type: none"> ▪ meet Welsh Government targets for food waste collection / recycling; and ▪ open a new sub-regional food waste facility operating to target. 	A	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ A preferred bidder was appointed, although they were subsequently unable to obtain the necessary funding. ▪ A reserve bidder has now been appointed. 			

Improvement Activity		Progress RAG	Outcome RAG
10.6	Further regeneration of rural areas in Flintshire We will by December 2013: - <ul style="list-style-type: none"> ▪ improve tourism offers and achieve increases in tourism rates; ▪ diversify businesses in rural areas; and ▪ improve local infrastructure. 	G	G
Progress made during 2011/12 <ul style="list-style-type: none"> ▪ New Flintshire Visitor Centre opened in Mold during 2011. 			

Managing our risks		2010/11 Year End RAG Status	2011/12 Year End RAG Status
CL08	Climate Change & Flood Risk Management Increased likelihood of flooding due to inability to identify and mitigate against the impacts of climate change nor reduce carbon emissions	A	A
CL14	North Wales Regional Waste Treatment Partnership Breakdown of the regional project delivering the waste treatment facility	A	A
CD05	Highways Infrastructure Current funding arrangements for highway maintenance will not keep pace with natural deterioration over time.	A	A
CD07	Depot Provision Depots unable to facilitate effective provision of Streetscene services	A	A
CD27a	Waste Management Targets/Food Waste Treatment Project Waste Management Targets not being met	A	A
CD27c	Waste Management Operations Not reducing the amount of domestic waste sent to landfill	A	A
CD27d	Waste Management (AD Waste) Bringing AD Waste in house, ensuring effective integration, understanding business processes and identification of risks and measures to mitigate going forward	G	G

CD34	Severe Winter Weather Mitigating the impact of prolonged and severe weather conditions on the Councils highway infrastructure and the ability of the Council to continue to deliver its core business	A	A
CD37	Food Waste Treatment Project Breakdown of the Regional partnership delivering the food waste project	Not Applicable	A

Measuring our improvement						
Ref. & Description	Our 2009/10 Performance	Our 2010/11 Performance	Our 2011/12 Performance	Has our performance improved?	2011/12 Welsh Average	How do we compare across Wales?
Improvement Success Measures						
National Indicator: The percentage of municipal wastes sent to landfill	55.09%	50.66%	47.72%	Improved	44.73%	16 th / 22
National Indicator: The percentage of local authority collected municipal waste prepared for reuse	New Indicator for 2010/11	1.10%	0.91%	Marginal Decline	0.49%	5 th / 22
National Indicator: The percentage of local authority collected municipal waste recycled	New Indicator for 2010/11	21.41%	23.93%	Improved	29.03%	19 th / 22
National Indicator: The percentage of local authority collected municipal waste collected as source segregated bio wastes and composted or treated biologically in another way	New Indicator for 2010/11	42.6%	49.02%	Improved	48.53%	10 th / 22
National Indicator & Improvement Target: Percentage of reduction in carbon dioxide emissions in the non domestic public building stock	5.49%	2.89%	3.88%	Improved	4.2%	12 th / 20

Improvement Targets

Local Performance Indicator: Increase average Standard Assessment Procedure rating in council housing stock	63.86 SAP Rating	64.10 SAP Rating	66.70 SAP Rating	Improved	Not Applicable
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3. Comparative Performance

3.1 National Performance Summary (All Wales Position)

The Welsh Government and Local Government Data Unit released all Authorities 2011/12 performance data (National Strategic Indicators and Public Accountability Measures) on 4th September 2012. This was accompanied by an overview of national trends as in previous years. The National Performance Bulletin is a supporting document to this report.

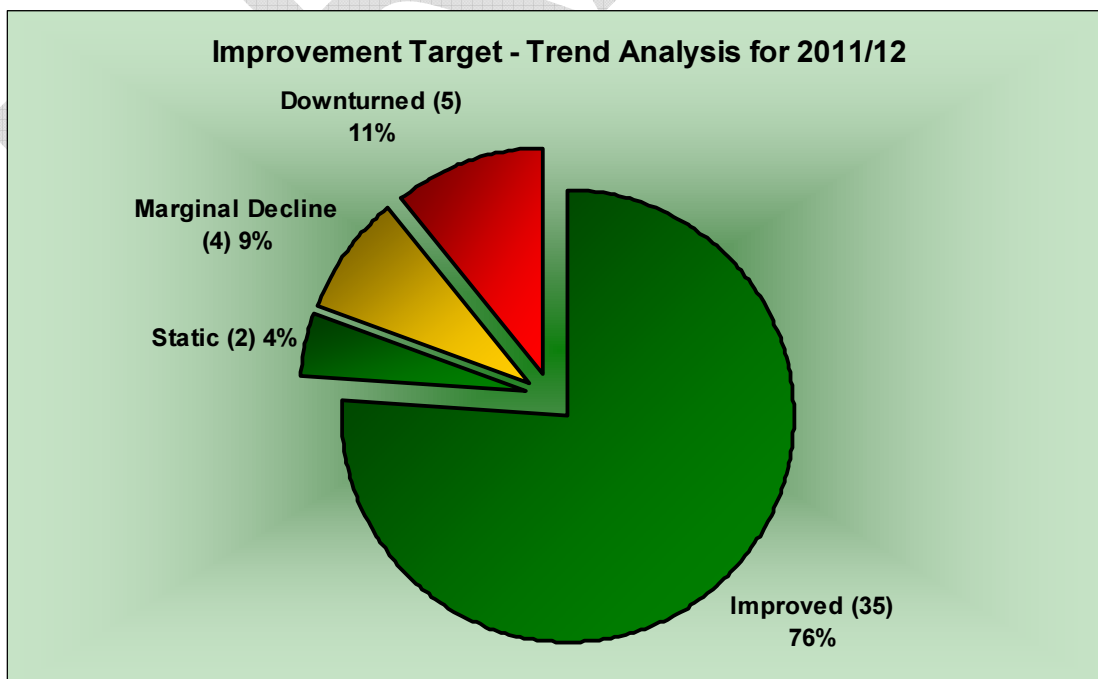
3.2 So, have we improved in 2011/12? Flintshire's Performance Summary

Improving Our Performance

Performance for 2011/12 against our Improvement Success Measures and Improvement Targets is summarised in a single outturn performance indicator table (a supporting document to this report) as well as being reported under each of the appropriate priorities above in Section 2. This table makes reference to the trend and target of these indicators as applicable. It should be noted that to compare trends in performance data over time the performance indicator itself needs to be consistent and two successive years of data need to be available.

The setting of targets also includes setting the target classification. In total 48 indicators were classified as Improvement Targets for 2011/12. However, as explained above a smaller number (46) of these indicators could be analysed for trend. Of these, 35 (76%) of indicators showed improvement on the previous year with a further 2 (4%) indicators maintaining the same level of performance. In both cases this was the best level of performance possible. In total 9 (20%) Improvement Target indicators had shown poorer performance than that achieved in the previous year. Last year (2010/11) 67% of our Improvement Targets improved on the previous years (2009/10) performance and 32% downturned.

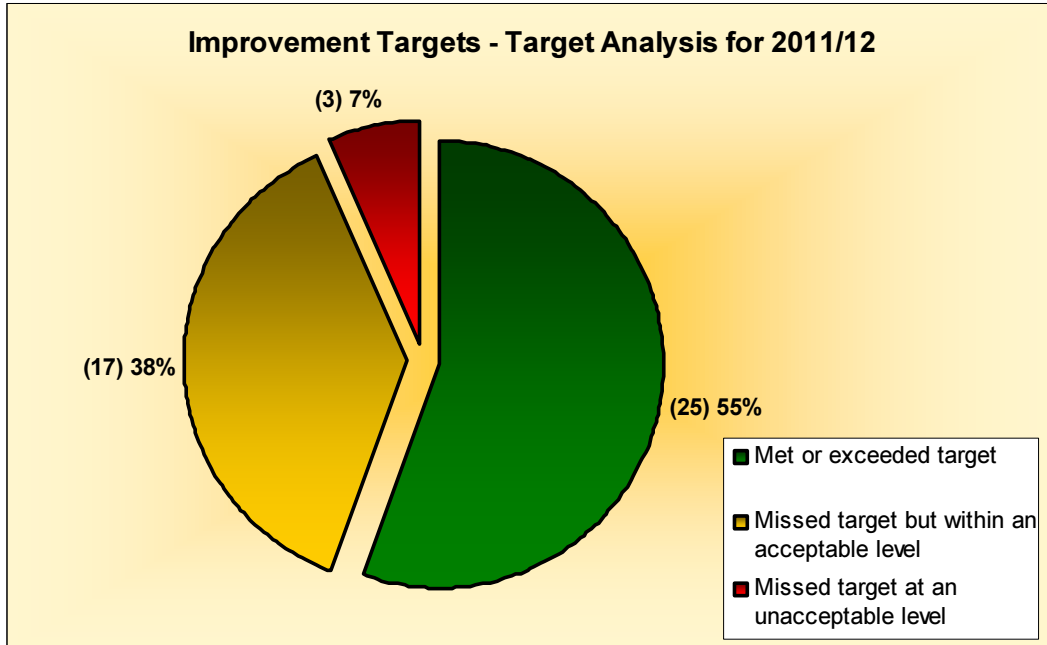
Figure 6



Achieving Our Targets

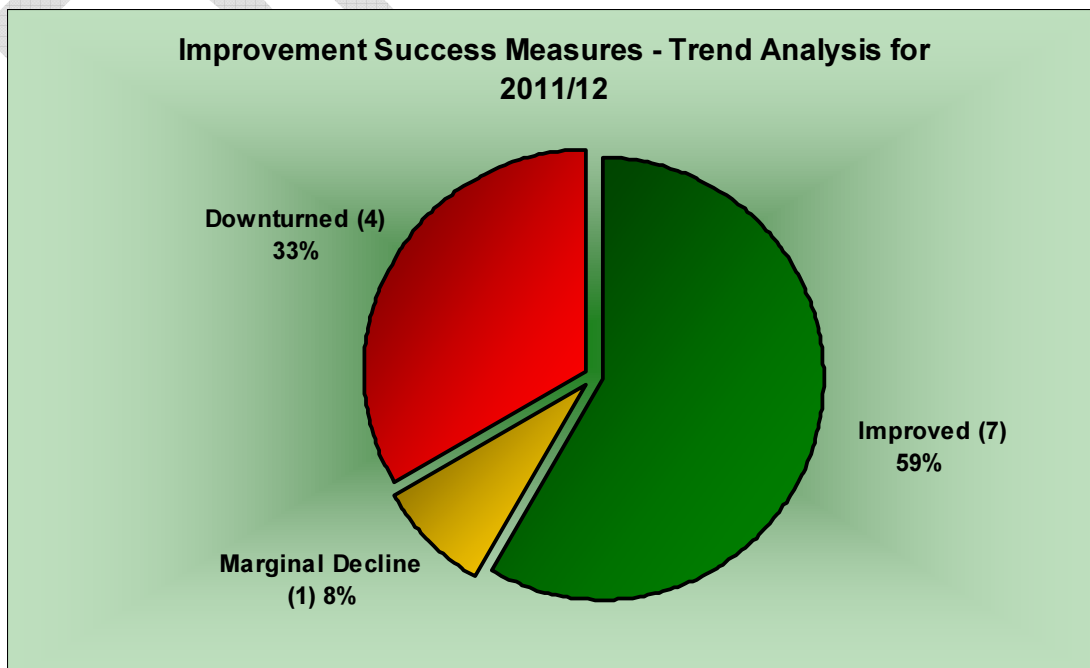
For those indicators which have been categorised as Improvement Targets, 25 (55%) met or exceeded target and 3 (7%) missed target to a level that is unacceptable. It should be noted that three could not be analysed due to data not being available or not having a target to compare performance with. Last year 56% of our Improvement Targets met or exceeded target and a total of 44% missed target.

Figure 7



Improvement Success Measures are measures specifically selected to measure our improvement in relation to our Improvement Priorities. At present this set is being developed, however reporting against those measures selected from the national indicators sets revealed that 59% (7) had improved, 8% (1) had marginally declined and 33% (4) had downturned.

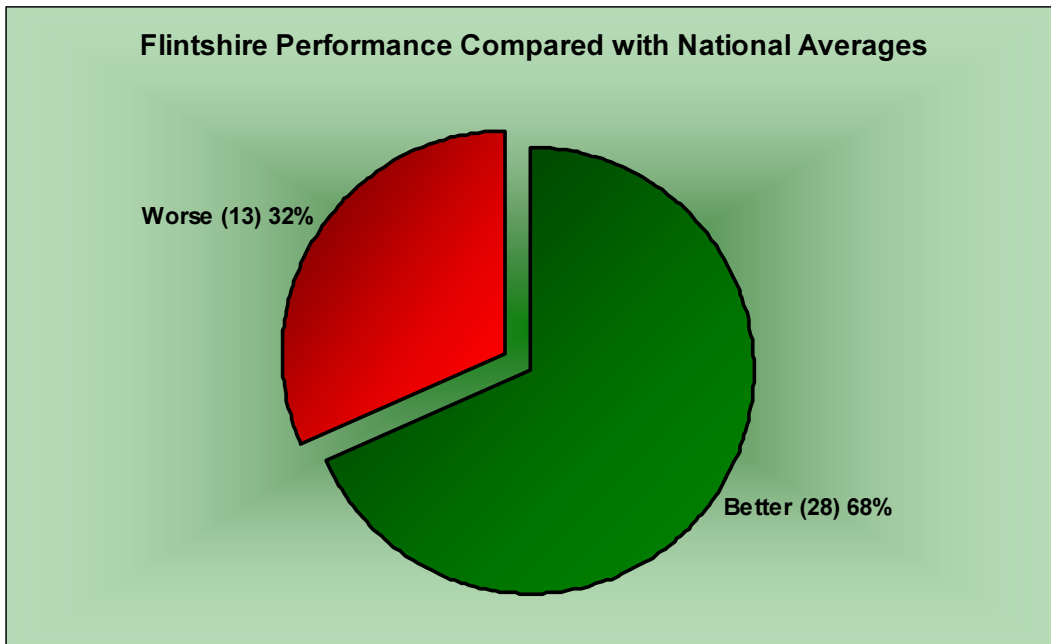
Figure 8



Performance against Welsh Average

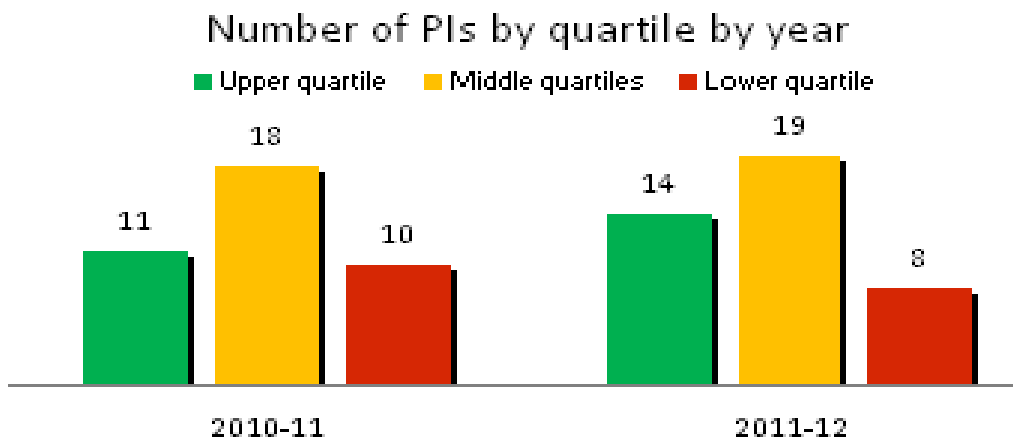
A comparison with other Local Authorities performance demonstrates how well or poorly we are doing on a national basis using both the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) indicators.

Figure 9



Nationally we achieved better performance than the Welsh average in 68% (28) indicators out of the 41 NSIs and PAMs. However, 13 indicators (32%) performed at a level below the national average. In addition **Flintshire was 'top' in 15% (6) of indicators and was not 'bottom' for any indicators**. We also achieved the highest proportion of NSI and PAM indicators to show improvement (compared with the previous financial year) in North Wales and the second highest proportion in Wales. We also achieved better quartile performance with 14 indicators achieving upper quartile performance compared with 11 last year. Nationally only 5 other authorities achieved a higher number of NSI and PAM indicators in the upper quartile.

Figure 10



Our performance against the National Strategic Indicators NSIs and PAMs is summarised in a table on the following pages.

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
SOCIAL CARE FOR CHILDREN										
GETTING HELP										
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by a Social Worker.	Higher	Incremental	82.08%	77.86%	77.60%	80%	Downturned	67.93%	PAM
SCC/033a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	Higher	Maintenance	91.67%	86.67%	100%	95%	Improved	92.58%	NSI
SCC/033b	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	Higher	Maintenance	90.91%	92.31%	85.71%	95%	Downturned	90.88%	NSI
SCC/033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	Higher	Improvement	81.82%	61.54%	71.43%	75%	Improved	52.21%	NSI

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
LOOKED AFTER CHILDREN										
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place.	Higher	Incremental	97.22%	89.13%	100%	100%	Improved	88.9%	PAM
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year.	Lower	Maintenance	7.00%	5.59%	6.82%	Below 5%	Downturned	9.2%	PAM
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	Higher	Improvement	92.70%	87.01%	79.98%	93%	Downturned	82.5%	PAM
CHILD IN NEED/ FAMILY SUPPORT SERVICES										
SCC/030a	The percentage of young carers known to Social Services who were assessed.	Higher	Improvement	57.90%	72.73%	100%	80%	Improved	90.6%	PAM
SCC/045	The percentage of reviews carried out in line with the statutory timetable.	Higher	TBC	84.44%	80.55%	88.92%	Not Set	Improved	83.6%	PAM

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
SOCIAL CARE FOR ADULTS										
GETTING HELP										
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Lower	Maintenance	1.81 per 1,000	1.96 per 1,000	1.66 per 1,000	2 per 1,000	Improved	5.03 per 1,000	NSI
EFFECTIVE LONGTERM SUPPORT AND PROVISION										
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	Lower	Management Information	346.65 days	436.35 days	403.92 days	350 days	Improved	326 days	NSI & PAM
SCA/002a	The rate of older people aged 65 and over supported in the community per 1,000 population aged 65 and over at 31st March.	Lower	Management Information	68.77 per 1,000	77.35 per 1,000	61.36 per 1,000	Not Set	Improved	78.6 per 1,000	NSI
SCA/002b	The rate of older people aged 65 and over whom the authority supports in care homes per 1,000 population aged 65 and over at 31st March.	Lower	Maintenance	18.97 per 1,000	18.99 per 1,000	18.40 per 1,000	21 per 1,000	Improved	21.35 per 1,000	NSI
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year.	Higher	Maintenance	77.51%	82.74%	84.07%	80%	Improved	78.3%	PAM

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year.	Higher	Improvement	84.20%	79.78%	93.19%	87%	Improved	76.1%	PAM
SCA/020	The percentage of adult clients who are supported in the community during the year.	Higher	New Indicator for 2011/12			92.67%	Not Set	Not Applicable	86.55%	PAM
SAFEGUARDING										
SCA/019	The percentage of adult protection referrals completed where the risk has been managed.	Higher	Not Applicable	Not Applicable	83.47%	88.72%	84%	Improved	88.02%	PAM
HOMELESSNESS										
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Higher	Maintenance	91.06%	95.33%	85.52%	90%	Downturned	60.5%	NSI & PAM
HOUSING										
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	Higher	Incremental	1.37%	1%	1.25%	2%	Improved	4.62%	NSI

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
ASSETS & TRANSPORTATION										
EEF/002ai	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	Higher	Improvement	5.49%	2.89%	3.88%	4%	Improved	4.2%	NSI & PAM
THS/007	The percentage of adults aged 60+ who hold a concessionary travel pass.	Higher	Maintenance	70.4%	73.24%	76.25%	82%	Improved	82.6%	NSI
THS/012	The percentage of principal (A) roads and non-principal/classified (B) roads that are in overall poor condition.	Lower	Maintenance	1.64%	3.46%	8.62%	Not Set	Downturned	13.5%	PAM
PUBLIC PROTECTION										
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards.	Higher	Maintenance	Not Applicable	84.20%	84.69%	80%	Improved	82.96%	PAM
PLANNING										
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	Higher	Incremental	Not Reported	Not Reported	28.57%	25%	Not Applicable	26%	NSI & PAM
STREETSCENE										
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Higher	Maintenance	89.60%	91.88%	96.50%	95%	Improved	95.3%	PAM

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	Higher	Incremental	93.59%	89.59%	77.61%	96%	Downturned	91.36%	NSI
WMT/004	The percentage of municipal wastes sent to landfill	Lower	Incremental	55.09%	50.66%	47.72%	52%	Improved	44.73%	NSI & PAM
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Higher	Maintenance	New PI for 2010/11	42.60%	49.02%	52%	Improved	48.53%	NSI & PAM
EDUCATION										
EDU/002i	The percentage of all pupils (including those in local authority care) in any local authority maintained school aged 15 as of the preceding 31st August who leave education, training or work based learning without an approved external qualification	Lower	Improvement	0.39%	0.69%	0.39%	0.60%	Improved	0.5%	NSI & PAM
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as of the preceding 31st August who leave compulsory education, training or work based learning without an approved external qualification	Lower	Improvement	0%	21.43%	0%	10%	Improved	3.5%	NSI

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	Incremental	78%	78.26%	80.81%	78.50%	Improved	80.3%	PAM
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Higher	Incremental	66%	69.27%	73.83%	70%	Improved	68.1%	PAM
EDU/011	The average point score for pupils aged 15 as of preceding 31st August, in schools maintained by the local authority	Higher	Improvement	371.26 points	385.07 points	413.53 points	418 points	Improved	424.4 points	NSI & PAM
EDU/015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions	Higher	Improvement	81.54%	100%	100%	98%	Static	73.3%	NSI
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	Higher	Improvement	96.92%	88.33%	94.83%	95%	Improved	94.4%	NSI
EDU/016a	Percentage of pupil attendance in primary schools	Higher	Incremental	93.95%	93.76%	93.95%	94.00%	Improved	93.3%	PAM
EDU/016b	Percentage of pupil attendance in secondary schools	Higher	Incremental	92.30%	92.19%	92.45%	92.50%	Improved	91.4%	PAM

Ref.	Short Description	Direction of Positive Performance	Target Classification	2009/10 Year End Outturn	2010/11 Year End Outturn	2011/12 Year End Outturn	Target 2011/12	Trend 2011/12	Wales Average 2011/12	NSI / PAM
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months.	Lower	Improvement	17.54%	17.36%	9.52%	12%	Improved	12.2%	NSI
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Higher	Incremental	147 point score	77.67 point score	103 point score	185 point score	Improved	193 point score	NSI
LEISURE										
LCS/002	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	Higher	Incremental	10798.17 visits	8742.39 visits	9069.27 visits	11673 visits	Improved	8761 visits	NSI
LIBRARIES										
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population.	Higher	Not Applicable	Not Applicable	6252 visits	5495.64 visits	TBC	Downturned	6048 visits	NSI

4. Regulation, Audit & Inspection

Regulation and accountability provides assurance for the effectiveness of the Council's arrangements for the services it is responsible for and the achievement of its objectives. It is undertaken both internally within the organisation through its various governance arrangements, practices and procedures and externally by various organisations such as the Wales Audit Office (WAO) who have an independent statutory role.

Internal arrangements through our business planning, accountability and governance arrangements include: -

- Directorate plans – the annual setting, endorsement and monitoring by the Council's Cabinet and Overview and Scrutiny Committees
- Service Plans – set annually for each Head of Service's functions and monitored through Quarterly Performance Reports by Cabinet and Overview and Scrutiny Committees
- Periodic review of the Council's Strategic Assessment of Risks and Challenges (SARC) is included within Directorate Plans, Service Plans and quarterly reports.

Internal Audit

The Internal Audit service is provided in accordance with CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom. The Code states that Internal Audit is an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources. An annual audit plan is prepared on the basis of the Internal Audit Strategy.

In accordance with the requirements of the CIPFA Code of Practice the Internal Audit Manager reports to the Audit Committee a summary of audit findings each quarter and prepares an annual report that summarises the results of internal audit work during the year on the overall system of internal control within the Authority.

Audit Committee

Internally, the Council's Audit Committee's role and function is to provide assurance of the system through: -

- Reviewing the effectiveness of the authority's systems of internal control and risk management systems
- Overseeing the financial reporting process to ensure the balance, transparency and integrity of published financial information
- Monitoring the performance and effectiveness of the internal and external audit functions within the wider regulatory context

External arrangements for regulation and assurance are provided by a number of statutorily appointed bodies principally the Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

Their role is independent of government and they examine and challenge the performance and effectiveness of Welsh public bodies work and produce either periodic or annual local and national reports on their findings. All formal reports are presented

to the Cabinet and Audit Committee and considered by the various Overview and Scrutiny Committees as appropriate under an adopted local protocol.

4.1 Key Regulatory Activity

Corporate Assessment

This year the Wales Audit Office (WAO) has undertaken an Improvement Assessment which includes summaries of: -

- the Council's compliance with its statutory obligations to make arrangements to continuously improve; and
- the Council's progress on areas for improvement and recommendations identified in previous assessments

The Auditor General for Wales stated" Based on, and limited to, work carried out to date by the Wales Audit Office and relevant regulators, I believe that the Council is likely to comply with the requirements to make arrangements to secure continuous improvement during this financial year"

This statement is based on: -

- the Council has made reasonable progress in acting on several of the recommendations in my last Annual Improvement Report but some key projects are taking longer than anticipated;
- work on the medium-term financial plan continues but the Council has not succeeded in completing the plan by the end of September 2012, as intended;
- the Council's arrangements for developing, using and supporting technology are likely to support continuous improvement; and
- the Care and Social Services Inspectorate Wales has published a positive assessment of the Council's services for children and families, reflecting strong leadership and improving outcomes.

Recommendations and Proposals for Improvement
<p>Recommendation 1: The Council should report more fully and regularly to the Executive Board on progress in delivering the Human Resources (HR) strategy and <i>Single Status Agreement</i> and ensure capacity and capability are available to achieve intended outcomes and timetables.</p> <p>Progress Statement:</p> <ul style="list-style-type: none">▪ Re-prioritisation of projects and activities undertaken by early November 2011▪ Review conducted to ensure capacity and capability available to achieve these priorities▪ Regular quarterly updates provided to Executive / Cabinet and Overview and Scrutiny on deliverables▪ Simplified format for tracking progress developed to append to quarterly reporting to Members
<p>Recommendation 2: The Council needs to complete its work in quantifying the financial benefits of its programme of efficiencies and organisational change by mid 2012-13, to determine the remaining funding gap (shortfall or surplus) and then establish clear plans to identify further savings and/or redirect resources to</p>

priorities.

Progress Statement:

Work to quantify the efficiencies from the Flintshire Futures programme is progressing well with the focus being on Corporate Change projects covering Procurement, Workforce, Service Change and Fees & Charges. As proposals are developed over the next month or so they will be included in the Medium Term Financial Plan and will be subject to detailed consideration as part of the 2013/14 budget. This will enable the Council to determine any remaining funding gap and so be in a position to establish clear plans to identify further savings and / or redirect resources to priorities.

Proposal 1: Complete the work in progress to set clear success measures for all improvement objectives and ensure regular, clear reporting.

Progress Statement:

- National PIs have been selected as 'Improvement Success Measures' to help measure achievement of desired outcomes and work continues to develop local indicators to establish a fuller set of Improvement Success Measures
- The Improvement Targets have been aligned to the Improvement Priorities
- Improvement Targets are currently reported to Cabinet and Overview and Scrutiny on a quarterly basis through the quarterly performance reports, from 2012/13 the Improvement Success Measures will also be reported.

Proposal 2: Develop and agree a detailed business plan for improving customer access showing how success measures will be achieved and offer value for money.

Progress Statement:

Flintshire has developed a programme approach to business transformation under the heading of Flintshire Futures. The customer workstream features as one of the five main themes within the Flintshire Futures programme and a plan setting out the goals, objectives and targets has been produced. This plan aligns to the Customer Service Strategy.

Proposal 3: Ensure its Annual Performance Report is published by 31 October in line with statutory requirements and more fully reflects Welsh Government guidance.

Progress Statement:

- The Annual Performance Report is presented to County Council prior to the 31st October and therefore available to the public; however due to technical issues last year it was not possible to publish the full report on the Council's website prior to this date.
- The Annual Performance Report for 2011/12 more fully reflects Welsh Government guidance in relation to objectives and providing a balanced report.

Proposal 4: Improve quality assurance arrangements to ensure that data used to support performance management and monitoring is accurate and robust.

Progress Statement:

- A 'clean bill of health' has been issued as a result of our recent WAO external performance indicator audit.
- Actions resulting from annual Internal Audits are being progressed and built into business arrangements.

Self Assessment

In 2012, Flintshire will complete a Self Assessment which will be an iterative model; re-forming and re-setting our vision and priorities and testing the priorities of the Council and will be set around four different sets of information:

- Corporate Governance
- Partnership Governance
- Corporate Strategy
- Public Services Strategy

The methodology will be based on a number of techniques – undertaking desktop and survey analysis, engaging in both group discussions with peers and partners for confirmation and reflection.

The judgement will be based on a set of realistic progress and confidence judgements which will set direction around our vision, outcomes and priorities. It will determine if current plans are adequate or need adjusting and also the resources (leadership, financial and other) needed to deliver our plans.

It is intended that our self assessment will inform and lead any future WAO assessment work.

Social Services Annual Performance Report

The Care and Social Services Inspectorate Wales (CSSIW) was set up in 2007 as an operationally independent division of the Welsh Government. The powers and functions of the Inspectorate are enabled through legislation including Health and Social Care (Community Health and Standards Act) 2003. The powers allow CSSIW to review local authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers.

The inspection for 2011/12 centred on Children, young people, their families and carers and found that: -

- Flintshire County Council is committed to further developing and modernising children's services and now has leadership arrangements in place to deliver upon its potential.
- There are early signs of a strong focus upon communication and in working closely with the workforce to gain commitment to modernised ways of service delivery.
- Morale is good and there is commitment to identifying "rising stars" within the organisation, with active encouragement for them to shape policy and procedures.
- The Head of Children's Services provides strong strategic and operational leadership.
- Social work staff and their managers feel well supported; this is evidenced through active caseload weighting that ensures a considered approach to pressures in demand which are managed within a supportive framework.
- Information is readily available and there is an effective response to those who make contact, with prompt advice and support arrangements.
- Good systems ensure prioritisation of work and partnership arrangements work well in delivering a co-ordinated approach to meeting need.

- There is an increasing focus upon prevention and early intervention that supports the whole family, with better outcomes for children as less are needing care.

The full report explains the criteria used for the inspection and gives detailed responses to what Flintshire does well to support the outcomes and on what Flintshire needs to do to improve the outcomes. The full report and can be found at www.aggcc.org.uk.

Estyn Inspection Report

An inspection of the quality of local authority education services for children and young people in Flintshire was undertaken by Estyn, Her Majesty's Inspectorate for Education and Training in Wales, in October 2011.

The inspection aimed to answer three key questions: -

- How good are the outcomes?
- How good is provision?
- How good are leadership and management?

The overall judgement: adequate.

The capacity to improve: adequate.

Some key points include: -

- Performance in Flintshire schools has improved at a similar rate to that of Wales in key stages 1, 2, and 3. In 2011, the percentage of pupils gaining the core subject indicator (CSI – the expected performance in English, or Welsh, mathematics and science in combination) was above the average for Wales. In 2010, performance at key stage 4 improved at a faster rate than that of Wales as a whole on four of the five main indicators;
- There are few permanent exclusions; and
- The authority works well with a range of partnerships including the Local Service Board, Youth Offending Team, Children And Young People's Partnership, 14-19 network, and with other neighbouring authorities.

However key points for improvement include: -

- In 2011 at key stage 3 three-quarters of Flintshire secondary schools are well below average and one third are in the bottom quarter for the core subject indicator. There have been too many schools in the bottom 25% over the last two years and too few schools in the top 25%;
- In 2011 performance at key stage 4 declined on three indicators;
- In key stages 1, 2 and 3 the gap in performance between boys and girls is wider than that across Wales;
- The local authority does not perform to expected Welsh Government benchmarks when compared to similar authorities on free school meal rankings in key stage 1 and in key stage 3. It has average performance at key stage 2. At key stage 4, the authority has only met or exceeded its expected benchmarks once in the last three years. This is an important area for improvement;
- There are a range of areas requiring improvement in the primary sector, including declining attendance, behaviour, quality and standards, and financial management;
- Too many schools require some level of follow-up activity after Estyn inspections, including one primary school being placed in significant improvement and another in special measures; and

- Elected members have not worked satisfactorily to reorganise secondary schools, reduce surplus places and make better use of resources.

The Council has produced an action plan to address these points and progress will be monitored by Estyn.

The full Estyn October 2011 report can be found at www.estyn.gov.uk.

Welsh Language Scheme

The Welsh Language Scheme Monitoring Report 2011-12 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. The Council has identified a range of Scheme commitments that require prioritised attention. These have been included in a revised Welsh Language Scheme Action Plan for implementation during the period 2012/14.

The Council received more complaints / comments in 2011/12 (9) relating to Welsh Language compared to 2010/11 (3). However, the number and percentage of complaints dealt with in accordance with the corporate standards was higher in 2011/12, both in terms of type of response and overall. There are early indications that the number of complaints is continuing to increase, with 12 complaints received during the first quarter of 2012/13.

There are signs of substantial improvement in relation to integrating Welsh Language Scheme requirements within the Council's procurement arrangements. In 2010/11, monitoring of a sample of contracts revealed that only 25% complied with the requirements of the Council's Welsh Language Scheme. In 2011/12, 58% of a sample of contracts complied with the Welsh Language Scheme.

Further work is required to increase the number of Welsh speaking employees so that the Council can meet its statutory obligation to deliver services in Welsh. The 2011/12 report shows that the Council is not taking every opportunity to recruit Welsh speakers to posts that have direct contact with service users. It also highlights the fact that although the Council is providing Welsh language training to a substantial number of employees (122), it does not at present take a strategic approach to Welsh language training. Welsh language training is not currently targeted at the posts / post holders that require Welsh language skills. The majority of employees coming forward to learn Welsh do so because of their interest in learning Welsh, rather than as a result of an identified service need or training needs analysis. One of the aims of the Welsh Language Skills Strategy will be to ensure a more strategic and targeted approach to Welsh language training.

The Council continues to work to meet the Welsh language needs of young people. Although the Council currently has no specific Welsh Language Youth Support provision, it has very positive partnership arrangements with Menter Iaith Sir y Fflint and Urdd Gobaith Cymru who work closely with the Children and Young People's Partnership to widen opportunities.

Equality

To meet the specific duties of the Equality Act 2010 the Council has developed local equality objectives by engaging with local stakeholders and has worked in partnership with public bodies from across North Wales to identify high level regional equality objectives. The regional and equality objectives are set out in the Council's Strategic Equality Plan 2012 /2016.

Our objectives are based on the following:-

- Health
- Education
- Employment
- Personal Safety
- Representation and Voice
- Access to information, services and environment

The Council's Strategic Equality Plan sets out how the Council will meet its equality objectives and focus activity on tackling specific areas of inequality to improve outcomes for protected groups. Directorates will incorporate objectives and actions into their service plans to ensure actions are monitored at a service and Directorate level. A report describing progress to meeting the equality objectives will be published annually. Progress will be monitored through the Corporate Equality Team, Stakeholder Group, Corporate Management Team, Cabinet and relevant Overview and Scrutiny Committees.

The Strategic Equality Plan will be reviewed / re-published by April 2016 or earlier if monitoring indicates that the equality objectives need to be revised.

4.2 Overview & Scrutiny

What is Overview & Scrutiny?

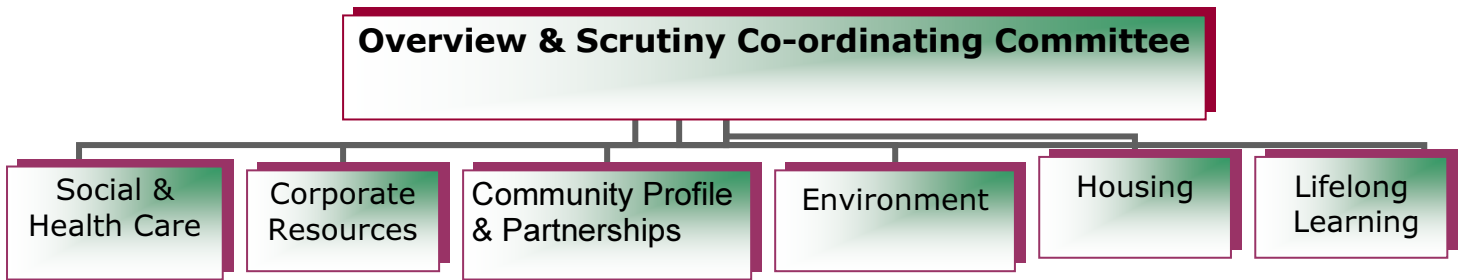
Most local authorities in England and Wales have, since the Local Government Act 2000, operated executive arrangements that place the decision-making powers in the hands of a Cabinet or Executive. In the case of Flintshire until recently it was styled 'the Executive' and in 2011/12 was made up of 9 councillors including the Leader, Deputy Leader and 7 Executive Members. The overview and scrutiny function was established to hold the Cabinet/Executive to account for its decisions, and to contribute to evidence-based policy making in the council.

The roles of overview & scrutiny outlined in the National Assembly for Wales Guidance on Executive & Alternative Arrangements 2006 are:

"The role of councillors exercising overview and scrutiny is: -

- To hold the executive to account for the efficient exercise of executive functions – especially the performance of the executive as measured against the standards, objectives and targets set out in the policies and plans which it is implementing;
- To assist in the improvement and development of the council's policies by evaluating whether they are achieving their stated objectives, whether those policies and the way they are being implemented reflect the needs and priorities of local communities and by reporting and making recommendations to the executive or the full council;
- To review and make reports on issues which affect the authority's area or its residents; and
- To examine whether the systems the executive has in place to deliver its functions are robust and are being properly observed."

In 2011/12 we had an overarching Overview & Scrutiny Co-ordinating Committee and 6 Overview & Scrutiny Committees as illustrated in the diagram below: -



Some of the key pieces of work focussed on: -

- Streetlighting Review
- Grass Cutting Policy and Streetscene Standards
- Lifelong Learning Play Areas
- Regional Commissioning, Procurement and Monitoring Hub project for Flintshire
- Private Sector Housing Renewal Policy
- Quarterly Performance Reports

5. Outcome Agreement

All Councils were required to agree an Outcome Agreement with the Welsh Government (WG) during 2010/11 to access the National Outcome Agreement Grant. The Outcome Agreements were introduced to identify how we work towards improving outcomes for local people, against the Government's National priorities. In addition, Local Authorities' Outcome Agreements had to have a strong collaborative content and evidence of partnership working in order to have the greatest impact.

The Outcome Agreement Grant attracts a special grant of approximately £1.47 million per year over a three year period. It is a three year agreement based on ten strategic themes, with one broad outcome selected from within each theme. The themes and outcomes were approved by Executive and the Local Service Board.

The second year's performance (2011/12) of the Outcome Agreement is complete and a self assessment of performance against the actions and measures has been undertaken. The following analysis shows the self assessment for each of the outcomes, using the categories as detailed in the monitoring guidance: -

<u>RAG Status for the Self Assessment of the Outcome Agreement</u>	
R	<p>Unsuccessful: -</p> <ul style="list-style-type: none"> ○ None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances below *); or ○ The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
A	<p>Partly Successful: -</p> <ul style="list-style-type: none"> ○ Where neither fully successful or unsuccessful apply, the outcome will be treated as partly successful.
G	<p>Fully Successful: -</p> <ul style="list-style-type: none"> ○ Met or exceeded all of the targets and milestones; or ○ Shortfall can be explained by any of the three circumstances outlined below*; or ○ The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.

* There are three broad circumstances in which performance can fall short of the levels specified in the Outcome Agreement without that having any effect on the overall progress for that outcome. These are:

- **Marginal shortfall:** the shortfall in performance is too small to have reasonably been anticipated in setting the target.
- **Exceptional circumstances:** the shortfall in performance is wholly or mainly due to external influences which were both unforeseeable and uncontrollable.
- **Partner failure:** the shortfall reflects the under-performance of a collaborative partner, and the local authority took steps to understand and, where possible, mitigate that.

Theme	Broad Outcome	Self Assessment
Theme 1 Improved quality and length of life, with fairer outcomes for all	Improved health through the life-course	Fully Successful
Theme 2 Good social care allows people a better quality of life	Support is provided so that people can live independent lives	Fully Successful
Theme 3 A strong and prosperous economy helps reduce poverty	Fewer people live in poverty	Fully Successful
Theme 4 Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing	All children and young people in Wales have a safe home and a community which supports physical and emotional wellbeing	Fully Successful
Theme 5 People have the education and skills to live prosperous, fulfilled lives	Learning opportunities that are of a high quality	Fully Successful
Theme 6 Communities are vibrant and safe, with access to good housing and sustainable transport	There is less crime and community safety issues that affect communities are effectively tackled	Partly Successful
Theme 7 Wales is an energy efficient, low carbon and low waste society	Contribute to climate change mitigation	Fully Successful
Theme 8 The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	Partly Successful
Theme 9 Our language, culture and heritage thrives	Participation in sports and physical activity increases	Fully Successful
Theme 10 Public services are efficient and provide value for money	More efficient and effective procurement	Fully Successful

Work is currently on-going with the Welsh Government to agree the self assessment of performance for 2011/12 and agree the targets for 2012/13. Once both are agreed, the grant payment in respect of 2011/12 will be paid to the authority.

6. Flintshire Futures

The Council adopted the Flintshire Futures Programme in 2010 as its strategy for organisation change and reform to secure efficiencies whilst modernising the way we work and improving local public services. The Flintshire Futures programme is a “whole” Council approach to modernisation and change. Whilst delivering efficiencies is a primary aim as part of our Medium Term Financial Strategy, the programme also promotes improvements to services.

The Flintshire Futures programme has been structured to include a mixture of short (up to 12 months), medium (up to three years) and longer (up to five years) term projects under 4 themes or "Quarters". A diagram depicting the four quarters and the current portfolio of projects is attached on the following page. This is the programme as it currently stands; the content can change to add new projects or to stop projects if they are unlikely to deliver our objectives.

The Flintshire Futures Programme has four sub programmes: -

- **Corporate Change** – a range of projects for the whole organisation. These projects aim to improve the way the Council works, improve customer service and deliver efficiency savings.
- **Service Change** – these projects are more service specific and include our third phase of service reviews e.g. Transforming Social Services for Adults alongside a range of “choice” projects for non-statutory front-line services e.g. public car parking.
- **Regional Collaboration** – the portfolio of collaborative projects and sub-regional collaboration projects.
- **Local County Collaboration** - projects within Flintshire with our local partners.

Governance arrangements have been established with a Flintshire Futures Programme Board (Member and Officer representation) and Project Boards for each of the 5 Corporate Change workstreams. The efficiency dividends from the early stages of the Flintshire Futures Programme from internal service change and reduced operating costs have supported a balanced budget for 2012/13 and have assisted in achieving an in-year under-spend for 2011/12.

Overall the 2011/12 budget contained £8.920m of specific efficiencies. Of this, 86% i.e. £7.525m was achieved. This included an estimate of £1.275m for 2011/12 from the Flintshire Futures Programme (Corporate Change block) of which 65.8% was achieved.

Flintshire Futures Corporate Change	Efficiency 2011/12	Description
Cost of Employment	£0.764m	Corporate review of employment related costs – vacancy management, mileage and travel arrangements, telephone allowances, release of hours etc
Occupational Health	£0.045m (part year 2011/12, full year effect 2012/13 £0.090m)	Occupational Health Services provided to Wrexham CBC
Printers and Printing	£0.030m (part year 2011/12, full year effect 2012/13 £0.040m)	Review of printers and printing arrangements across the Council.
Total	£0.839m	

Flintshire Futures Quadrants and Portfolio of Projects (August 2012)

<p style="text-align: center;"><u>CORPORATE CHANGE</u></p> <p>Ongoing Projects</p> <p>CUSTOMER ACCESS</p> <ul style="list-style-type: none"> ▪ Contact Centre ▪ Face to Face – Flintshire Connects ▪ Channel Shift (incl. Methods of Payment) ▪ Standards ▪ Customer Engagement <p>ASSETS</p> <ul style="list-style-type: none"> ▪ Property Rationalisation ▪ Agile and Mobile Working ▪ Facilities Management ▪ Property Portfolio Review <p>PROCUREMENT</p> <ul style="list-style-type: none"> ▪ e-Procurement ▪ Procurement Excellence ▪ Collaboration ▪ Transport Transformation <p>FINANCE</p> <ul style="list-style-type: none"> ▪ New ways of Funding Priorities ▪ Improving Efficiency and Cost Effectiveness of Internal Processes ▪ Stretching existing Finance Programmes (incl. Income Maximisation and Corporate Debt) ▪ Developing a Value for Money approach <p>WORKFORCE</p> <ul style="list-style-type: none"> ▪ Organisation Design and Development ▪ Readiness for Change ▪ Manager and Employee Self Service ▪ Consultants and Interims – Procurement and Expenditure 	<p style="text-align: center;"><u>REGIONAL / SUB REGIONAL COLLABORATION</u></p> <ul style="list-style-type: none"> ▪ School Improvement ▪ Supporting People ▪ Social Services Commissioning ▪ Youth Justice ▪ Safeguarding ▪ Community Safety ▪ Waste ▪ Transport ▪ Capital Programme Management ▪ Legal ▪ ICT ▪ Procurement ▪ Emergency Planning / Local Resilience
<p style="text-align: center;"><u>SERVICE CHANGE</u></p> <p>Community Services</p> <ul style="list-style-type: none"> ▪ Transforming Social Services for Adults <p>Lifelong Learning</p> <ul style="list-style-type: none"> ▪ Education Funding Formula Review ▪ Inclusion Service <p>Environment</p> <ul style="list-style-type: none"> ▪ Public Car Parks/Civil Parking Enforcement ▪ Fleet Services <p>Corporate</p> <ul style="list-style-type: none"> ▪ Clwyd Theatr Cymru ▪ Cross-organisational administration service 	<p style="text-align: center;"><u>LOCAL COUNTY COLLABORATION</u></p> <ul style="list-style-type: none"> ▪ Carbon Reduction (LSB) ▪ Maximising Opportunities (LSB) ▪ Training and Development ▪ Voluntary Sector alternative provision ▪ Asset sharing

During recent months a significant amount of work has been undertaken by the Leadership Team (1st and 2nd tiers) and the Flintshire Futures Team to re-focus the organisational change programme. It needs to set high level targets to improve and change the organisation and to 'bridge the gap' in annual Council Fund revenue budgets for 2013-2018 as part of the Medium Term Financial Strategy and Plan.

Successful delivery of the programme will depend on a collective will to embrace change, challenge and re-engineer our processes and ways of working and make

difficult decisions and choices. Above all, success will depend on strong democratic and professional leadership to see through long-term plans for change.

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7. Partnerships & Collaborative Working

7.1 Flintshire Local Service Board (LSB)

The Flintshire Local Service Board (LSB) has five principal roles: -

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of an LSB – this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships (see list below).
- Identifying common issues as public bodies/employers.
- Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.

7.2 Strategic Partnerships

Working alongside the Flintshire LSB are eight key Strategic Partnerships: -

- Children & Young People's Partnership and 'Making a Positive Difference' Plan (2011 to 2014)
- Community Safety Partnership and Strategic Plan (2008 to 2011)
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)
- Flintshire and Wrexham Local Safeguarding Children Board Strategic Plan (2011 to 2014)
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Plan and Board

Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire.

The Strategic partnerships are formed and work together for a number of reasons: -

- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Board, Youth Justice Service.
- National agreement e.g. Voluntary Sector Compact
- Local agreement to ensure a more strategic and integrated approach, e.g. Regeneration Partnership, Housing Partnership.

Children & Young People's Partnership (CYPP) key achievements for 2011/12 are: -

- The Team Around the Family (TAF) team is now fully recruited to and operational. Current referrals include approximately 40 families which exceed expected targets. This is a significant area of work and has involved recruitment of a new team and development of the Families First Plan for 2012 to 2017.

- Work to map vulnerable families was undertaken in spring 2011. The work will inform the approach to the delivery of the Families First Programme. The follow on work to map families with a disabled child has now been published and is being fully utilised to help to commission new services under the Families First banner.
- The Family Information Service has continued to expand its service and the welfare rights and Citizens Advice Bureau (CAB) element of Families First are demonstrating positive debt reduction and family engagement outcomes
- Continued work to take forward the advocacy model for Flintshire in partnership with all six North Wales counties and utilising the Welsh Government Guidance and the National Advocacy project 'MEIC'. NYAS are developing a joint project with the CYPP to map existing advocacy provision and offer National Occupational Standards qualifications widely.
- Further development of the 3rd sector Welsh language/bilingual youth support provision via Fflic/Menter Iaith and Urdd in Flintshire. This project secured Youth Service support again this year.

Community Safety Partnership - (Locally, Sub-Regionally and Regionally) key achievements for 2011/12 are: -

- On behalf of the Regional Leadership Board, leading on the establishment of a North Wales Safer Communities Board.
- The development of a North Wales Strategic Assessment is underway, and will be finalised by July 2012. This will be the first time this document has been regionally produced.
- Formal approval of Community Safety Fund and Substance Misuse Action Team (SMAT) funding for 2012/13.
- Launch of Operation Housewatch. This initiative will safeguard vacant and empty residential properties through the installation of low-level security equipment. The scheme will be supported by the Neighbourhood Wardens.
- On-going delivery of training to multi agency groups around the use of the CAADA Dash Risk Assessment tool for Domestic Abuse.

Regeneration Partnership - key achievements for 2011/12 are: -

Business: -

- WG announced the new Deeside Enterprise Zone (DEZ) as a key strategic location for Wales Advanced Manufacturing sector. DEZ will be a catalyst for the Northern Gateway development attracting new investment opportunities, creating an estimated 7,000 new jobs and deliver sustainable regeneration helping to transform communities both in Deeside and across North Wales.
- Work is underway to develop a Local Labour Market Centre in partnership with Careers Wales, Job Centre Plus, Communities First, Deeside College, Glyndwr University and neighbouring Local Authorities. This will be encompassed within the proposed Advanced Manufacturing Centre.
- Flintshire Business Week October 2011 attracted 2,576 business delegates against WG Outcome Agreement target of 1,400. Key events included; Flintshire Goes to Westminster, a two day Trade Fair hosted by Convatec, Deeside, AM/MP Question Time and the Flintshire Business Awards and Gala Dinner.

Places: -

- The Masterplan for Flint is now complete and Flintshire County Council and partners are now planning the implementation of the key recommendations.
- The Welsh Government has given approval to the North East Wales Town Centre Regeneration project, lead by Flintshire County Council, and covering Flintshire and Wrexham. This will support the physical regeneration of town centres across the area and has a project value of £3,959,497. The project will run from now until the end of 2015.
- The Welsh Government also gave approval to the Rural Development Plan (RDP) programme for Flintshire; a package of 4 projects worth in total £4,980,562 to improve the quality of life and economic vitality of rural communities.

People: -

- The Regeneration Partnership has been working closely with Communities First and the Local Service Board on the Employment, Education and Training (EET) agenda. Significant progress has been made linking with Flintshire's manufacturing and hospitality industries, establishing new good practice aimed at reducing the numbers of young people not in Employment Education or Training (NEET) and improving opportunities for Flintshire's most disadvantaged communities.
- Discussions with public, private and voluntary sector partners including Business in the Community (BITC), Flintshire Local Voluntary Council (FLVC) and Groundwork UK, are developing a cross sector approach to work experience, apprenticeships and entrepreneurship, with the focus on young people in secondary education, and on young people under 25 not in Employment Education or Training (NEET). Careers Wales, Job Centre Plus and Communities First are supporting the developing Flintshire agenda, linked to the Jobs Growth Wales and Get Britain Working strategies.

Voluntary Sector Compact supports collaboration between statutory bodies and the voluntary (or third) sector. The Compact's key achievements for 2011/12 are: -

- Continue to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- Development of Regional Health Compact.
- Transport and Access to Health Services – focus on regional & sub regional partnerships.
- Maximising external funding opportunities.
- FLVC Community Lottery bid under the theme of 'Learning and Empowerment'.

Health, Social Care & Well-being (HSCWB) Partnership - key achievements for 2011/12 are: -

- Regional obesity plans have been finalised and are being shared with localities for local implementation of actions for the two priorities; interventions within primary and community settings and interventions to reduce and prevent maternal obesity.
- Through the Well Being Activity Grant, resources have been purchased and distributed to older adults to provide quality assured information on

recommended guidelines for alcohol consumption, along with unit measures to support healthy lifestyle choices.

- Through the Well being Activity Grant from the Welsh Government, quality assured resources have been ordered for use in secondary schools to support health promotion activity relating to tobacco and alcohol.
- Work to develop a joint Social Services for Children and Social Services for Adults 'Transition Team' is progressing. A Senior Practitioner was appointed during April and will take up their post when Human Resource processes are complete. A number of other key posts are in the process of being recruited to. The Provider arm of the team is operational and continues to support known young people with disabilities in transition. Existing workstreams to develop person centred tools and clear policies and procedures are ongoing.

Flintshire Housing Partnership - key achievements for 2011/12 are: -

- Glyndwr University, which had been engaged jointly by Flintshire and Wrexham Councils to update the North East Wales Local Housing Market Assessment (LHMA) is currently concluding and the outputs are being used to inform the emerging Local Housing Strategy project.
- The establishment of a database of adapted properties is progressing and it is intended to have a completed register of adapted social housing in June 2012.
- The common housing register (Single Access Routes to Housing (SARTH) Project) has commenced and is being project managed by a shared post hosted by Wales and West Housing Association. A draft common allocation framework has been developed and a legal opinion is being sought.

Local Safeguarding Children Board (LSCB) - key achievements for 2011/12 are: -

- The LSCB Business plan for 2011/12 has been implemented and tasks carried over are included in the 2012/13 business plan, which was agreed by Board members in March 2012.
- Formal partnership agreements setting out communication and reporting with the Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB) are in place with the Flintshire HSCWB Partnership, the Flintshire CYPP, the Wrexham HSCWB Partnership, the Wrexham CYPP and the Flintshire and Wrexham YJS services.
- The FWLSCB training calendar for 2012/13 has been implemented and findings in respect of attendance, quality and impact were provided to the Boards self assessment event in January. The annual training needs analysis has been undertaken and has informed the training calendar for the year ahead.
- The FWLSCB annual conference on 'Safeguarding in a high-tech digital world' was held in February 2012. The conference was attended by the Children's Commissioner for Wales and over 100 professionals, volunteers and children and young people from Wrexham and Flintshire. Specific actions from the event have been included in the Board's Business Plan for 2012/13.
- All national and regional policies and procedures produced throughout the year have been ratified and disseminated through the LSCB and a number of awareness raising activities have taken place throughout the year, including the annual conference, web pages and articles in local newspapers and the Councils magazines.

Youth Justice Service (YJS) - key achievements for 2011/12 are: -

- A reduction of First Time Entrants (FTE) has continued to be achieved by the YJS. Preventing offending is the principal aim of the youth justice system and Flintshire YJS has continued to develop prevention services which have an impact on the reduction of the number of FTE into the youth justice system.
- The numbers of young people entering the secure estate are minimal and the introduction of the Youth Rehabilitation Order the previous year enabled the partnership between the YJS and the Courts to be reviewed and strengthened. The numbers of young people attending court has seen a significant decrease and this can be attributed to more robust policing methods looking at alternatives to arrest, the restorative justice agenda linked to prevention work carried out by the Youth Justice Service and possibly the closing of the Mold custody suite.
- Reoffending rates are determined by monitoring cohorts of young people and the YJS has implemented systems linked to the Careworks system to track these. The highest rates of re-offending are demonstrated by those young people subject to periods in custody. It should be noted that this population in Flintshire is often confined to three or four individuals so any offence committed by this group impacts significantly on re-offending rates demonstrated by the whole group.
- The YJS contact all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

7.3 Regional Collaboration

Flintshire County Council is an active member of regional partnerships and representative bodies. In particular it works with the other five North Wales authorities through the North Wales Regional Leadership Board.

North Wales Regional Leadership Board (NWRLB)

The North Wales Regional Leadership Board (NWRLB) was established in December 2010 as a cross sector public services board with the primary aims of: -

- Improving and modernising public services in North Wales and
- Speaking for North Wales in dialogue with the Welsh Government and other national bodies.

The Board has been operating for almost 2 years, a new Welsh Government administration has been reshaping the national context since 2011 and the Board's membership has been refreshed by the May 2012 elections.

The Board, at its meeting in July, agreed to review the role of the Board and its supporting work programme and how it should continue to deliver effective leadership.

The Board acknowledged that major collaborative projects like the Regional Education Schools Improvement Service (RESIS), the Social Services Commissioning Hub, Transport and Procurement all have their own governance arrangements established, are progressing well and require minimal board intervention.

Regional Portfolio of Collaboration

A copy of the current regional collaboration is provided as a Supporting Document.

The North Wales Chief Executives have begun to refresh the portfolio which is to be considered by the NWRLB at its next meeting. Some regional projects are progressing well and have their own governance arrangements. The larger projects, particularly the Regional Education School Improvement Service and the Social Services Hub have been established and are continuing to progress well.

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8. Public Summary & Supporting Documents

There are a number of related documents which support this Annual Performance Report which can be obtained by contacting us.

- Community Strategy 2009-2019
- Flintshire County Council Improvement Plan 2012/13
- Directorate Plans – Community Services, Environment and Lifelong Learning
- Annual Improvement Report January 2012 – Letter from the Auditor General for Wales
- National Principles of Public Engagement Wales
- Strategic Assessment of Risks and Challenges 2011/12
- National Performance Bulletin
- Performance Indicator Outturn Performance for 2011/12 and Targets for 2012/13 (Improvement Success Measures & Improvement Targets)
- Outcome Agreement Progress for 2011/12
- Flintshire Social Services Annual Performance Report – July 2012
- Welsh Language Scheme Monitoring Report 2011/112
- Annual Equality Report 2011/12
- Annual Overview and Scrutiny Report 2011/12

Thank you for reading our Annual Performance Report 2011/12.

A public summary of this report will be published before December and will be available on the Council's website and included within the Your Community, Your Council household newsletter.

Views and suggestions for improvement are welcome.

Please contact us on:

Tel: 01352 702744

Email: Policy and Performance Team@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL
DATE: THURSDAY, 25 OCTOBER 2012
REPORT BY: HEAD OF LEGAL AND DEMOCRATIC SERVICES
SUBJECT: PROTOCOL ON THE PRODUCTION OF
COUNCILLOR NEWSLETTERS

1.00 PURPOSE OF REPORT

1.01 To adopt a Council protocol on Councillor newsletters approved by the Standards Committee.

2.00 BACKGROUND

2.01 Paragraph 7 (b) of the Members' code provides that Members must not use, or authorise others to use, Council resources as follows:-

- i. Imprudently
- ii. In breach of the authority's requirements
- iii. Unlawfully
- iv. Other than in a manner which is calculated to facilitate, or to be conducive to, the discharge of the functions of the authority or of the office to which the Member has been elected or appointed.
- v. Improperly for political purposes, or
- vi. Improperly for private purposes.

2.02 The guidance from the Public Services Ombudsman for Wales issued in September 2012 gives guidance on this paragraph and this is attached as appendix 1 to this report.

2.03 At present the Council does not have any policy or guidance that it has issued in relation to paragraph 7 (b) of the Members' code. Whilst to a large extent the code and the written guidance are clear. One area that would benefit from further clarity is in relation to the use of Council resources for the production and distribution of Councillor newsletters.

2.04 At its meeting on the 3 September the Standards Committee considered a report on the use of Council resources for the production and distribution of Councillor newsletters and agreed the protocol attached as appendix 2. It also agreed that a more comprehensive protocol be drawn up defining the use of resources and facilities for Councillors.

3.00 CONSIDERATIONS

- 3.01 It is a grey area as to whether or not Members issuing newsletters to their constituents using Council resources in the production and distribution of such newsletters would be construed as improperly using Council resources for political purposes.
- 3.02 The Council makes available for use by Members the facilities in the group rooms and in Member Services. These include computers, photocopying and postal arrangements. There is no current practice of these facilities being used for Councillor newsletters.
- 3.03 It is believed that there should be a consistent approach to the use of such facilities by the 70 Members which should take account of the possible cost implications to the Council tax payer.
- 3.04 It should also be recognised that where a Member chooses to spend time producing a newsletter using equipment supplied by the Council, this could be viewed as a legitimate part of the Members role rather than improper use for political purposes.
- 3.05 The above considerations were taken into account in preparing the draft protocol that was approved by the Standards Committee at its meeting on the 3 September 2012.

4.00 RECOMMENDATIONS

- 4.01 For Council to adopt the protocol approved by the Standards Committee and attached as appendix 2 to this report.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There would be significant financial implications if the cost of Members newsletters being printed or posted was to be met by the Council and there is no budget provision for this. Approval of the draft protocol would avoid any future printing/postage costs relating to Councillor newsletters.

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 With political Group Leaders.

12.00 APPENDICES

12.01 Appendix 1 - Public Services Ombudsman for Wales written
guidance

Appendix 2 - Protocol – Councillor Newsletters

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

Written guidance from the Public Services Ombudsman for Wales
dated March 2012

Contact Officer: Peter Evans
Telephone: 01352 702304
Email: peter.j.evans@flintshire.gov.uk

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The authority's resources

See Paragraph 7(b)

You must only use or authorise the use of the resources of the authority in accordance with its requirements.

Where your authority provides you with resources (for example telephone, computer and other IT facilities, transport or support from council employees), you must only use these resources or employees for carrying out your local authority business and any other activity which your authority has authorised you to use them for.

You must be familiar with the rules applying to the use of these resources made by your authority. Failure to comply with your authority's rules is likely to amount to a breach of the Code.

If you authorise someone (for example a member of your family) to use your authority's resources, you must take care to ensure that this is allowed by your authority's rules.

Using resources for proper purposes only

See Paragraphs 7(b)(v) and 7(b)(vi)

You must make sure you use the authority's resources for proper purposes only. It is not appropriate to use, or authorise others to use, the resources for political purposes, including party political purposes. When using the authority's resources, you must have regard, if applicable, to any guidance issued by your local authority.

You should never use council resources for purely political purposes, including designing and distributing party political material produced for publicity purposes.

However, your authority may authorise you to use its resources and facilities for political purposes in connection with your authority's business, for example, holding meetings of your political group. In this case, you must be aware of the limitations placed upon such use for these purposes. Members should also have regard to the fact that periods leading up to local government elections are particularly sensitive in this regard. Using your authority's resources outside of these limitations is likely to amount to a breach of the Code. Some councils will permit members to use council supplied IT equipment such as laptops for ancillary use. Provided that such usage is in line with the council's requirements, there would not be a breach, but sending mass emails as part of an election campaign, for example, would not be appropriate.

Where, however, there is no policy or the policy is silent you may not use these resources for any political or private purposes.

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Draft Protocol on the Use of Council Resources for the Production of Councillor Newsletters

1. This protocol has been introduced to clarify the extent to which Council resources can properly be used by Members for the production of newsletters to their constituents.
2. Paragraph 7 (b) of the Members' Code of Conduct makes clear that Members must not use Council resources improperly for political purposes. This protocol should assist in determining the extent to which it is proper to use Council resources for the production of such newsletters.
3. Members are free to use the computers available in Member Services and in the group rooms for the purposes of designing and setting up newsletters to their constituents.
4. Members are not entitled to use the Council's printing and postal arrangements for distributing such newsletters and the cost should not be met from the public purse.
5. This protocol has been agreed by the Council's Standards Committee.

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