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Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

To: ALL MEMBERS OF THE COUNCIL

CS/NG

17 October 2013

Sharon Thomas on 01352 702324
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Dear Sir / Madam

A meeting of the **FLINTSHIRE COUNTY COUNCIL** will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 23RD OCTOBER, 2013** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

To receive any declarations of interests from Members.

3 **COUNCIL MINUTES** (Pages 1 - 8)

To confirm as a correct record the minutes of the meeting held on 25 September 2013.

4 **ANNUAL PERFORMANCE REPORT 2012/13** (Pages 9 - 140)

Report of Chief Executive enclosed.

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

<u>**FLINTSHIRE COUNTY COUNCIL**</u>
<u>**25 SEPTEMBER, 2013**</u>

Minutes of the Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Wednesday 25 September, 2013

<u>**PRESENT: Councillor C.A. Thomas (Chair)**</u>
Councillors: L.A. Aldridge, J.B. Attridge, G. Banks, G.H. Bateman, M. Bateman, H. Brown, C.S. Carver, D.L. Cox, R. Davies, G.D. Diskin, R. Dolphin, A.I. Dunbar, A. Dunbobbin, B. Dunn, C.A. Ellis, J.E. Falshaw, V. Gay, R.J.T. Guest, A.M. Halford, R.G. Hampson, G. Hardcastle, H.T. Howorth, R. Hughes, H.D. Hutchinson, H.T. Isherwood, J. Johnson, C.M. Jones, R.K. Jones, R.B. Jones, S. Jones, C. Legg, P. Lightfoot, B. Lloyd, R. Lloyd, M. Lowe, D.I. Mackie, N.M. Matthews, A. Minshull, W. Mullin, T. Newhouse, N. Phillips, M.A. Reece, H.G. Roberts, I.B. Roberts, L.A. Sharps, A.P. Shotton, P. Shotton, I. Smith, N.R. Steele-Mortimer, W.O. Thomas, D.T. Williams, S. Williams, D.E. Wisinger, M.G. Wright and A. Woolley

<u>**APOLOGIES:**</u>
Councillors: R.C. Bithell, A.M. Bragg, P.J. Curtis, A. Davies-Cooke, A.G. Diskin, C.J. Dolphin, E.F. Evans, C. Hinds, H.J. McGuill, and M.J. Peers
Director of Community Services and Head of Legal and Democratic Services

<u>**IN ATTENDANCE:**</u>
Chief Executive, Head of Finance, Democracy and Governance Manager, Corporate Finance Manager, Finance Manager Strategy and Technical, and Committee Officers

Ms. Amanda Hughes and Mr. John Herniman of Wales Audit Office for minute number 39

29.   <u>**PRESENTATIONS**</u>

(i)   <u>Lawrence Gotts Horticulture Modern Trainee</u>

        The Chair welcomed Lawrence Gotts whose design was accepted for the RHS Tatton show which took place 25 to 28 July 2013. Judged in the small garden section – Greenfield Valley Heritage park 'The Industrious Force of Nature' received a commendation.

(ii)   <u>Mental Health Services</u>

        The Chair welcomed the Mental Health Services team members who were joint winners of the Better Outcomes Through Working Together category of the Social Care Accolades.

(iii)   Disability Services 'Citizen Directed Support Services'

The Chair welcomed the Disability Services Team who had been highly commended in the Citizens Controlling Services category of the Social Care Accolades.

Councillor C.M. Jones, Cabinet Member for Social Services, congratulated the teams on their success and referred to the special recognition of their hard work and commitment.

Councillor R. Dolphin also expressed congratulations to the Mental Health Services and Disability Services teams and to Lawrence Gotts for his achievement.

Councillor A.P. Shotton, Leader of the Council, reiterated the sentiments expressed by Councillors C.M. Jones and R. Dolphin and added his appreciation for the awards gained on behalf of the Authority.
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The Chair presented Lawrence Gotts, the Mental Health Services Team and the Disability Services Team with their awards.

30.   PUBLIC QUESTION TIME

The Chair confirmed that no questions had been received.

31.   DECLARATIONS OF INTEREST

The following Members declared a personal interest in agenda item number 17: Clwyd Pension Fund Update:-

Councillors: J.B. Attridge, C.A. Ellis, J.M. Johnson, R.K. Jones, S. Jones, A. Minshull, N. Matthews, N. Phillips, I.B. Roberts, A.P. Shotton, and I Smith

Councillor H.D. Hutchinson declared a personal interest in agenda item number 7: concerning a petition on consultation on the withdrawal of the "Shopper Bus".

32.   COUNCIL MINUTES

The minutes of the meeting held on 25 June 2013 were submitted.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chair.

33.   CHAIR'S COMMUNICATIONS

A copy of the Chair's communication had been circulated to all Members before the meeting.

The Chair referred to the Armed Forces Community Covenant Signing and Commemorative Parade event. She read out a letter of thanks received from Brigadier Gerhard Wheeler CBE, Royal Welsh, for the Authority's work and hospitality which made the event such a success. He also expressed appreciation for the warm welcome provided by the residents of Flint and their support for the parade and thanked officers for their work in the signing of the Covenant.

Councillor I.B. Roberts referred to the Last Night of the Proms event held at Ysgol Gwynedd, Flint, and expressed his thanks to the Chair for her assistance in the provision of special transport arrangements to ensure all attendees arrived home safely due to unforeseen circumstances.

Councillor H.D. Hutchinson referred to the Treuddyn Book celebrating 90 years of the Urdd Gobaith Cymru and expressed his appreciation and thanks to the Chair on the success of the publication.

34. PETITIONS

Councillor H.D. Hutchinson withdrew from the meeting at this point.

Councillors C.A. Ellis and R.G. Hampson submitted a petition concerning the County Council's consultation on subsidised bus services in Flintshire and the proposal to withdraw the "Shopper Bus".

Councillor N.M. Matthews submitted a petition from residents of Cadole Road and surrounding area with regard to the road speed limit.

Councillor H.D. Hutchinson returned to the meeting.

35. NOTICE OF MOTION

The Chair confirmed that no notices of motion had been received.

36. QUESTIONS

The Chair confirmed that no questions had been received.

37. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chair confirmed that no questions had been received.

38. ANNUAL GOVERNANCE STATEMENT

The Democracy and Governance Manager introduced the Annual Governance Statement (AGS). He provided background information and explained that the preparation of the draft AGS had been coordinated by the corporate governance officer working group who had reported to the Chief Executive, the Monitoring Officer and Section 151 Officer on its work. The

core membership of that working group was detailed in appendix 1 to the report.

The Democracy and Governance Manager advised that pages 130 to 145 of the agenda detailed the AGS part of the Statement of Accounts 2012/13.

Councillor R.B. Jones referred to section 5 on Significant Governance Issues and asked if it should correspond to what was in the former Strategic Assessment of Risks and Challenges (SARC). He commented on the need for consistency. The Democracy and Governance Manager explained that the significant governance issues went beyond risk management. The Chief Executive acknowledged the point made and commented that whilst there was a degree of consistency between the two risk commentaries a fuller 'match' would be planned for the 2014 Annual Governance Statement.

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.

39.   **STATEMENT OF ACCOUNTS 2012/13**

The Head of Finance introduced the Statement of Accounts 2012/13, together with the Wales Audit Office (WAO) reports in connection with the audit of the 2012/13 financial statements for Flintshire County Council and the Clwyd Pension Fund.

The Head of Finance advised that the statutory deadline for the approval of the Statement of Accounts was 30 September 2013 and commented on the opportunities which had been provided since July for Members to raise comments or questions beforehand. She reported that as part of the final accounts process the WAO had presented the ISA 260 reports 'Audit of the Financial Statements – Flintshire County Council' and 'Audit of the Financial Statements – Clwyd Pension Fund' to a meeting of the Audit Committee which was held prior to the meeting of the County Council. She also explained that during the audit process a number of changes to the draft Statement of Accounts had been agreed with the WAO and these were incorporated into the final document appended to the report. The Letters of Representation – Flintshire County Council and Clwyd Pension Fund were also attached to the report for consideration.

Councillor A. Woolley explained that he had been interim Chair at the meeting of the Audit Committee held on the morning of the meeting of County Council. The Statement of Accounts which incorporated the agreed changes with the WAO had been thoroughly considered by the Committee. The WAO had been present and fully explained their findings in respect of the accounts

for Flintshire County Council and the Clwyd Pension Fund. He gave an outline of the main points of discussion relating to the accounts and moved the recommendations of the report. The proposal was seconded by Councillor I.B. Roberts.

The Head of Finance introduced and welcomed Mr John Herniman and Ms Amanda Hughes of the Wales Audit Office to the meeting.

Mr. Herniman advised that an unqualified opinion on the financial statements would be issued when the Letter of Representation from the Authority had been received by the WAO.   Referring to the Statement of Accounts he explained that there were some minor typographical errors which would be corrected in the final version. He reported that there had been no misstatements identified in the financial statements for Flintshire County Council which remained uncorrected. There were misstatements that had been corrected by management which were detailed with explanations in appendix 3 of the Audit report.

Mr. Herniman referred to other significant issues arising from the audit and said there was concern about some of the qualitative aspects of the Authority's accounting practices and financial reporting. He referred to matters concerning non-current assets, the functionality of Technology Forge, general issues relating to the quality of accounts, and liability for pension contributions on equal pay liabilities. Mr. Herniman also referred to the liquidation of AD Waste which was finalised in September 2013 and explained that the accounts had been amended to reflect the final position following liquidation.

In conclusion, Mr Herniman summarised that there were no other matters to be reported. He stated that full cooperation had been given to the WAO by Council officers and there were no significant matters discussed and no material weaknesses identified in internal controls.

Councillor A. Halford raised an issue concerning the Statement of Accounts 2012/13 which had been sent to members of the Audit Committee for consideration as part of the despatch of the agenda for the meeting. She said that this had not allowed the Committee sufficient time to read and assimilate the information in the document prior to the meeting of the Committee held on 25 September 2013.   She outlined the reasons why she felt she could not support the recommendations of the report to the Committee on the Statement of Accounts 2012/13 and sought clarification on constitutional procedures.

The Chief Executive responded to the matters raised by Councillor Halford and explained that the Monitoring Officer gave the official and final advice on legal compliance. He said there was a statutory duty for the accounts to be considered and approved before the end of the month deadline, during which time the audit officially continued for post balance sheet events and the like, but had now been substantially completed. The Chief Executive also advised that the final accounts included changes agreed

by WAO during the course of the audit and that these had been discussed with officers with appropriate actions put in place to amend processes where necessary.

The Democracy and Governance Manager explained that in the temporary absence of the Head of Legal and Democratic Services he was currently the Monitoring Officer. He advised that the legal requirements and procedural rules regarding the meeting had been fully complied with.

Mr. J. Herniman of WAO spoke of the complex task and time dedicated to producing local government accounts, including some areas requiring technical discussion on the treatment of issues within the accounts and inevitable adjustments which were normal practice. He advised of the intention to issue an unqualified (clean) opinion on the financial statements. Whilst reporting on the corrected misstatements identified, which had been agreed with management, he advised that the issue with balancing entries in the accounts had been resolved.

Councillor Halford expressed her thanks to the Head of Finance and her team for their hard work in producing the Statement of Accounts.

In response to a further question raised by Councillor R.J.T. Guest concerning procedural matters the Democracy and Governance Manager advised that the Chair could adjourn a meeting in certain circumstances, however, those circumstances had not arisen at the meeting of the Audit Committee held earlier in the day.

Councillor R.B. Jones welcomed that there were no longer balancing entries in the accounts.   He raised a query regarding the new IT system Technology Forge to which the Chief Executive responded based on the earlier discussion at Audit Committee which was also confirmed by the Head of Finance.

Mr. Herniman referred to the audit report for the Clwyd Pension Fund and said an unqualified opinion on the financial statements would be issued following receipt of a Letter of Representation from the Authority. He referred to an uncorrected misstatement which had been identified in the financial statements and asked that confirmation be given by Members to the response of management that for practical and expediency reasons the Authority was content not to adjust the accounts for the required change in value on this occasion.   Mr. Herniman also referred to a corrected misstatement concerning the pension fund accounts. He summarised that there were no concerns about the qualitative aspects of accounting practices and financial reporting and no significant difficulties or matters discussed.

Councillor R. Davies expressed his thanks to the former Managing Director of AD Waste and his team for their work.

RESOLVED:

(a)   That the final Statement of Accounts for 2012/13 be approved and that the uncorrected misstatement in relation to the Clwyd Pension Fund not be amended;

(b)   That the Letter of Representation – Flintshire County Council be approved; and

(c)   That the Letter of Representation – Clwyd Pension Fund be approved

40.   SUPPLEMENTARY FINANCIAL INFORMATION TO STATEMENT OF ACCOUNTS

The Head of Finance introduced the report to provide Members with supplementary financial information to accompany the Statement of Accounts 2012/13 as requested in the notice of motion approved by County Council on 29 January 2013.

Members were advised that the information requested by the notice of motion was detailed in Appendix 1 to the report.

Councillor C.S. Carver thanked the Head of Finance and the Finance Manager Strategy and Technical for the report. He referred to the information provided in Table 3 for consultants and non permanent posts and raised a query concerning costs. In his response the Chief Executive explained that the majority of individuals were in position for significantly less than a year and that the information provided related to the arrangements to acquire specialist advice on particular matters or issues.

RESOLVED:

That the report be noted.

41.   TREASURY MANAGEMENT ANNUAL REPORT 2012/13

The Head of Finance presented the Annual Treasury Management Report for 2012/13. She provided background information and outlined the key considerations which were detailed in the report.

RESOLVED:

That the Annual Treasury Management Annual Report for 2012/13 be approved.

42.   FINANCIAL PROCEDURE RULES

The Head of Finance introduced the report on the proposed updated Financial Procedure Rules (FPR's), as detailed in the appendix to the report,

following consideration by the Audit Committee and Constitution Committee. The report detailed the changes to the existing rules.

RESOLVED:

That the updated Financial Procedure Rules be approved.

43. APPROVAL OF NEW CONTRACT PROCEDURE RULES

The Chief Executive introduced a report on the revised Contract Procedure Rules (CPRs). A copy of the proposed new CPRs was appended to the report and a summary of the key changes between the new and the current CPRs was provided in appendix 2.

RESOLVED:

That the revised Contract Procedure Rules be approved.

44. CLWYD PENSION FUND UPDATE

The Head of Finance introduced a report to update on issues relating to the Clwyd Pension Fund ("the Fund"). She provided background information and gave an overview of the work undertaken during the Summer period to formulate responses to a number of consultations on the future structure of the Local Government Pension Scheme.

The Head of Finance reported on developments in relation to:

- Local Government Pension Scheme 2014
- Collaborative working - Welsh Pension Funds "Working Together"
- Financial update
- New Investment

RESOLVED:

That the update be noted.

45. DURATION OF MEETING

The meeting commenced at 2.00 p.m. and ended at 3.25 p.m.

46. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

There were two members of the press and no members of the public present.

Chair

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **WEDNESDAY, 23 OCTOBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2012/13**

1.00   **PURPOSE OF REPORT**

1.01   To endorse the 2012/13 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 2012/13, 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 2012/13 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2012/13. 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 analysis)

3.02   The statutory requirements as required by the Measure are met with a concentration on the Improvement Priorities.

3.03   The full Annual Performance 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 public summary will be included within the household publication 'Your Community, Your Council'.

3.04   Please note that the Introduction contains information on the consultation undertaken to inform the 2012/13 Improvement Priorities. Wales Audit Office have stated that this was missing from the Improvement Plan but this is covered in the Report.

3.05   Cabinet approved the 2012/13 draft Annual Performance Report on 15 October 2013, for endorsement by County Council.

4.00   RECOMMENDATIONS

4.01   To endorse the 2012/13 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 2012/13 including Appendices A – D.

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

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Flintshire County Council

Annual Performance Report

2012/13

Contents

Introduction

The annual performance report gives an overview of the performance of the Council during 2012/13 against the priorities we have set.

The report covers: -

- progress against key actions and projects
- actual and comparative performance information against local and nationally set performance indicators
- an assessment of 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 meets the statutory requirement to publish an annual 'backward looking' report on the Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, meets the remaining statutory requirement (hyperlink to the Improvement Plan). In meeting this responsibility the Council should have a sound system of internal control that supports the effective discharge of its functions.

This Annual Performance Report is a transitional document linking our Improvement Plan from 2012/13 with our new Improvement Plan for 2013/14. Many of the priorities have remained, but have either been re-freshed or merged.

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

- setting out its Medium Term Financial Strategy and updating its Medium Term Financial Plan on an on-going basis
- annual review of the 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

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)

Some priorities are 'self-selecting' to meet national government policy objectives, e.g. housing and education, and are not locally set alone.

The 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's 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

The Council Improvement Priorities were re-adopted for on-going review by the new Council in July 2012. It is these ten priorities around which this Annual Performance Report is written.

Three new secondary priorities were identified for 2012/13 based on the feedback and the local discretion of the council. These were:

- 6.12 to extend and enhance the type of education, employment and training (EET) opportunities available for young people
- 6.13 to develop an outline plan for social enterprise and co-operatives in Flintshire
- 9.9 to facilitate support and provide a range of community events from high profile international events to locally organised community events

This set of ten priorities have subsequently been reviewed and re-set as eight priorities for 2013/14. The 'fit' between both sets of priorities is shown on the table below.

Improvement Priorities 2012/13	Improvement Priorities 2013/14
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	**Modern and Efficient Council**
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	**Safe Communities**
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	**Economy and Enterprise**
7 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	**Living Well**
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	**Housing**
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	**Skills and Learning**
10 To protect, plan and develop sustainable natural and built environments	**Environment**

The colours used within this table are reflected throughout the document and indicate where a priority 'sits' within the new set of 2013/14 priorities.

Consultation

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:-

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

In September 2011 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:-

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

Views and comments were also encouraged from visitors to the Council's main libraries and Council's main receptions. Residents were given the opportunity to comment on the plan through the Your Community, Your Council household newsletter.

The consultation concluded that the following priorities were seen to be the most important:

Preferred 1st Priority
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.

Preferred 2nd Priority
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

Preferred joint 3rd Priority
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

To make our **communities safe** and to safeguard the vulnerable with children and older people being priority groups.

Highlights

Continued progress in education - the Authority is no longer being monitored and **none** of our schools are in special measures.

The Welfare Rights Team helped **1210** Flintshire residents claim an additional **£2.7m** of benefits. Our Money Advice Service helped **189** residents to manage **£1.85m** of debt.

587 properties received energy efficiency measures, which are expected to achieve **£4.9m** savings in heating bills across the lifetime of the products.

All Wales Coastal Improvement Programme is **complete**.

Unitary Development Plan **adopted**, providing an up to date context for decision making on planning applications.

Supported businesses to create **573** new jobs and safeguard a further **1,300**.

Only **43.2%** of all the municipal waste we collected was sent to landfill, a significant reduction from the 62.5%, five years.

Inspection of our roads revealed that almost **95%** were found to be in overall good condition.

18 play areas were refurbished during the year and during July 2012 our Leisure services Team opened the Pirates of the Pavillion (soft play area); and a new ten pin and indoor bowling facility.

61.6% of people who received a reablement service no longer required a care package.

Achieved overall organisational efficiencies of **£6.9m**.

2nd highest number of young people in education, employment or training in Wales.

214 young people assisted by our Housing Advice Team who avoided homelessness.

Opened our **first** Flintshire Connects Centre in Holywell.

Disabled adaptions provided to **404** homes to promote independence

Reduced our Carbon footprint by **2.66%**.

Launch of the Access to Action **(A2A)** ID Card for young people

Our planning service website was commended as 1 of the **top 5** in the UK out of out of 474 Local Planning Authorities.

Assessment of our Performance against our Improvement Priorities for 2012/13

For 2012/13 the Council had 10 Improvement Priorities as detailed in its Improvement Plan. The first four priorities were about the corporate organisation as a 'social business'. The other six priorities were about public services.

The following table shows a summary of the year end "progress" and "outcome" assessment for each priority based on the following red, amber, green (RAG) status key.

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	Satisfactory	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	High
10	To protect, plan and develop sustainable natural and built environments	Good	High

Section 2 of this report gives the detailed "progress" and "outcome" assessment for each of the secondary priorities which support the 10 Improvement Priorities.

In summary our overall assessment against the 66 secondary priorities is: -

PROGRESS

- We are making good (green) progress in 37 (56%) of the priorities.

- We are making satisfactory (amber) progress in 29 (44%) of the priorities.

- We are making limited progress (red) in 0 (0%) of the priorities.

OUTCOME

- We have a high (green) level of confidence in the achievement of 48 (73%) of our priority outcomes.

- We have a medium (amber) level of confidence in the achievement of 18 (27%) of our priority outcomes.

- We have a low (red) level of confidence in the achievement of 0 (0%) of our priority outcomes.

Overall, according to the National Survey for Wales (2012/13), almost 60% of Flintshire residents surveyed believed that the Council provides high quality services.

Risk Management

The Council's strategic risk register between 2007/08 and 2012/13 was entitled the Strategic Assessment of Risks and Challenges (SARC). As a tool it collated the risks the Council has to consider with regular update on progress in managing those risks. It used a Red, Amber, Green matrix to evaluate the current risk status and predicted the period when the risk would be mitigated or managed within the Council's risk appetite.

Overall the authority managed its risks successfully during 2012/13. Of the 48 risks reported, 5 (10%) have improved since the 2011/12 year end position, 1 has improved from a high level of risk (red) to a medium level (amber) and 4 have improved from a medium level (amber) to a low level of risk (green).

Three risks had increased during the year and two new risks and challenges had been identified, and evaluated as red or high: -

- CL07 Relationship with Local Health Board & Public & Primary health
- CD08 Connah's Quay, Shotton & Deeside Housing Renewal Area

The table overleaf shows the year end risk assessment for each of the risks and also the priority to which it aligns to. Summary analysis shows that 5 (10%) are high (red), 33 (69%) are medium (amber), 9 (19%) are low (green) and 1 (2%) work in progress.

Two risks (CL04 – Affordable Housing and CD12a – Housing Strategy) have gaps in analysis due to the revision of these risks for relevance during the year. Risk CD12d – Homelessness has been superseded by CD38 – Welfare Reform.

As part of the development of the new style Improvement Plan (adopted in June 2013) the risks were reviewed and reset to (1) be more specific and (2) align better with the new priorities so that they can be more easily tracked as part of performance reporting throughout the year.

Strategic Assessment of Risks & Challenges RAG Summary

Priority Number	Risk Ref.	Risk Title	2012/13					
			Q4	Q1	Q2	Q3	Q4	
Priority Number	Risk Ref.	**Community Leadership**	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green / Amber/Red
8	CL04	Affordable Housing	A	A			A	APR 2015
7	CL05	Social Care For Older People	A	A	A ↔	A	A ↔	TBC
7	CL07	Relationship with Local Health Board & Public & Primary Health	A	R	R ↑	R	R ↔	TBC
10	CL08	Climate Change & Flood Risk Management	A	A	A ↔	A	A ↔	TBC
6	CL09	Economic Regeneration	A	A	A ↔	A	A ↔	TBC
6	CL10	County Town Network Regeneration & Protection	G	G	G ↓	G	G ↔	FEB 2011
6	CL11	Integrated and Public Transport Infrastructure (External)	A	A	A ↔	A	A ↔	2015/16
6	CL12	Skills Needs of Employers	G	G	G ↔	G	G ↔	OCT 2011
10	CL14	North Wales Regional Waste Treatment Partnership	A	A	A ↔	A	A ↔	OCT 2017
9	CL15	Clwyd Theatr Cymru (CTC)	A	A	G ↓	G	A ↑	TBC
Priority Number	Risk Ref.	**Council Delivery**	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green/ Amber/Red
4	CD02	Streetscene	A	A	A ↑	A	G ↓	MAR 2013
6	CD03	Transition from UDP to LDP	G	G	A ↑	A	A ↔	SEP 2017
6	CD04	Planning Protocol	G	G	G ↓	G	G ↔	MAR 2012
10	CD05	Highways Infrastructure	A	A	A ↔	A	A ↔	TBC
5	CD06	Transport Arrangments For Service Users	A	A	A ↔	A	A ↔	2013/14
10	CD07	Depot Provision	A	A	A ↔	A	A ↑	2013/14
8	CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	R ↑	R	R ↔	MAR 2020
9	CD10a	Leisure - Revenue Funding	R	R	R ↔	R	R ↔	TBC
9	CD10b	Leisure - Capital Projects	A	A	A ↔	A	G ↓	MAR 2013
9	CD10c	Leisure - Play Strategy	A	A	R ↔	R	G ↓	MAR2013
8	CD12a	Housing Strategy	A	A				
8	CD12b	Housing Management	A	A	A ↔	A	A ↔	TBC
8	CD12c	Housing Repairs and Maintenance Services	A	A	A ↔	A	A ↔	TBC
6	CD12d	Homelessness - deleted superseded by CD38 Welfare Reform	A	A				
7	CD12e	Sheltered Housing	A	A	A ↔	A	A ↔	NOV 2013
8	CD19	Gypsies and Travellers	A	A	A ↔	A	A ↔	TBC
9	CD20	School Buildings/School modernisation	R	R	R ↔	R	R ↔	2018
9	CD22	School Improvement - Regional Project	A	A	A ↔	A	A ↑	SEP 2013
5	CD23	Procurement of Independent Sector placements for looked after children	A	A	A ↓	A	A ↔	TBC
7	CD26	Disabled Facilities Grants	A	A	A ↔	A	A ↔	OCT 2013
10	CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A ↔	A	A ↑	2016/17
10	CD27c	Waste Management Operations	A	A	A ↔	A	A ↔	2016/17
10	CD34	Severe Winter Weather	A	A	A ↔	A	A ↔	TBC
10	CD37	Food Waste Treatment Project	A		A ↔	A	A ↔	APR 2014
6	CD38	Welfare Reform	R	R	R ↓	R	R ↔	TBC
Priority Number	Risk Ref.	**Council Governance**	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green/ Amber/Red
1	CG05a	Asset Management - Strategic	A	A	A ↔	A	A ↔	2015/16
1	CG05b	Asset Rationalisation	A	A	A ↔	A	A ↔	2015/16
1	CG06	Medium Term Financial Strategy	A	A	A ↔	A	A ↔	TBC
1	CG07	Financial Management and Control	A	A	A ↔	A	A ↔	TBC
1	CG08	ICT Strategy	G	G	G ↔	G	G ↔	TBC
1	CG09	Information Governance	A	A	A ↔	A	A ↔	TBC
3	CG10	Human Resources and Management	A	A	A ↔	A	A ↔	TBC
3	CG11	Single Status and Terms and Conditions of Employment	A	A	A ↔	A	A ↔	NOV 2013
4	CG13	Customer Focus	G	G	G ↔	G	G ↔	SEP 2011
1	CG16	Workforce and Succession Planning	A	A	A ↔	A	A ↔	SEP 2013
1	CG18	Procurement	A	A	A ↔	A	A ↔	TBC
4	CG19	Business Continuity (including Winter Disruption)	A	A	G ↔	G	G ↔	SEP 2012
2	CG22	Flintshire Futures	A	A	A ↔	A	A ↔	TBC
1	CG23	Data Protection	R	R	R ↔	R	A ↓	Mar-13

Performance Data Summary

National Performance Summary (All Wales Position)
The Welsh Government and Local Government Data Unit released all Authorities 2012/13 performance data (National Strategic Indicators and Public Accountability Measures) on 4th September 2013. This was accompanied by an overview of national trends as in previous years. The National Performance Bulletin is a supporting document to this report.

So, have we improved in 2012/13? Flintshire's Performance Summary

Improving Our Performance
Performance for 2012/13 against our Improvement Success Measures and Improvement Targets is summarised in a single outturn performance indicator table (Appendix A). Where appropriate this table makes reference to the trend 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.
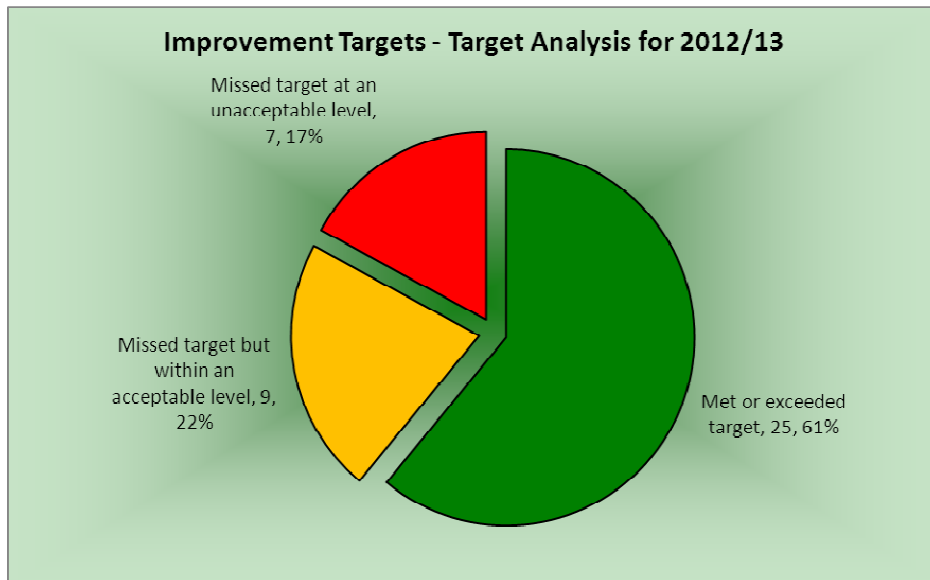
The setting of targets also includes setting the target classification. In total 42 indicators were classified as Improvement Targets for 2012/13. As explained above a smaller number (41) of these indicators could be analysed for trend. Of these, 21 (51%) of indicators showed improvement on the previous year with a further 2 (5%) indicators maintaining the same level of performance. In both cases this was the best level of performance possible. In total 18 Improvement Target indicators had shown poorer performance than that achieved in the previous year. 11 (27%) showed a marginal decline and 7 (17%) a significant downturn.

Last year (2011/12) of the 46 indicators which could be analysed for trend, 35 (76%) of indicators showed improvement on the previous year with a further 2 (4%) indicators maintaining the same level of performance.
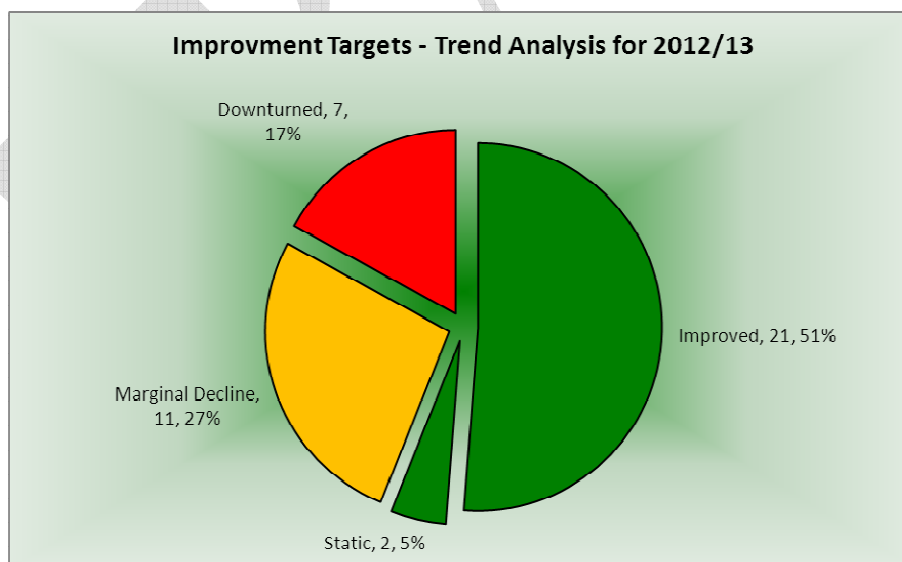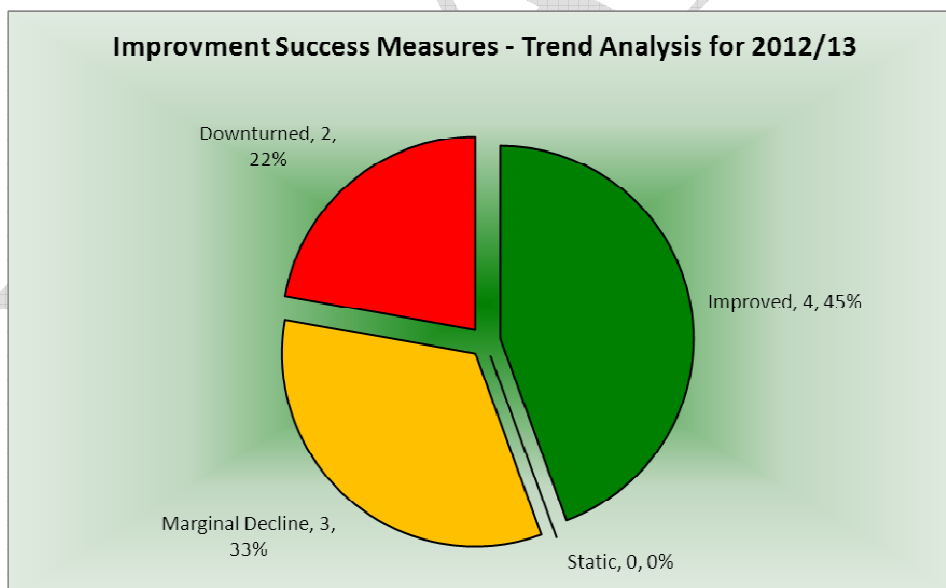

Achieving Our Targets
For those indicators which have been categorised as Improvement Targets, 25 (61%) met or exceeded target, 9 (22%) missed the target but within an acceptable margin and 7 (17%) missed target to a level that is unacceptable. Last year 25 (55%) of our Improvement Targets met or exceeded target and a total of 3 (7%) missed target.

Improvement Targets - Target Analysis for 2012/13

Missed target at an unacceptable level, 7, 17%

Missed target but within an acceptable level, 9, 22%

Met or exceeded target, 25, 61%

Improvement Success Measures are measures specifically selected to measure our improvement in relation to our Improvement Priorities. Of these, 4 (45%) of indicators showed improvement on the previous year with a further 3 (33%) indicators where performance had declined marginally. More significant downturn in performance was reported for 2 (22%) of the improvement success measures.

In 2011/12 59% (7) had improved, 8% (1) had marginally declined and 33% (4) had downturned.

Improvment Success Measures - Trend Analysis for 2012/13

Downturned, 2, 22%

Improved, 4, 45%

Marginal Decline, 3, 33%

Static, 0, 0%

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.

Flintshire Performance Compared with National Average

Worse 41%
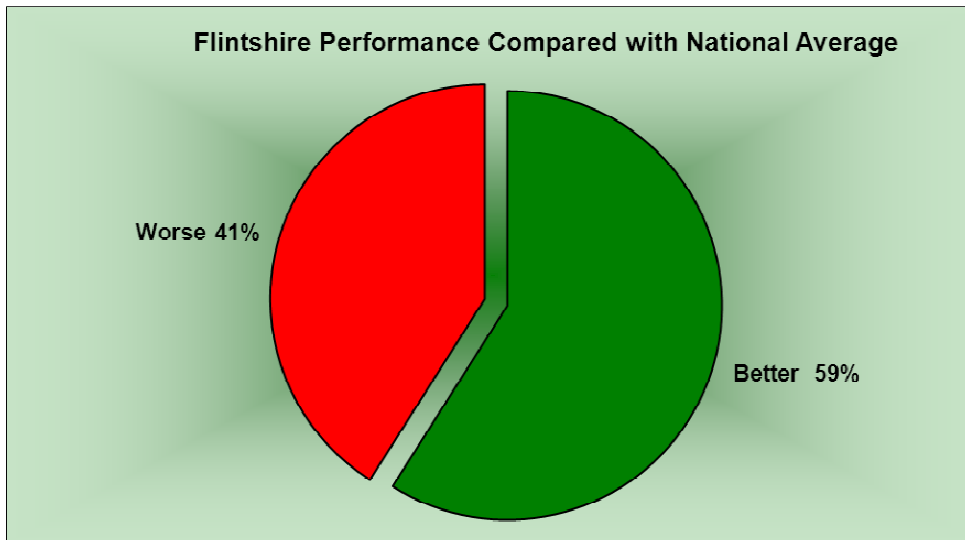
Better 59%

Nationally we achieved better performance than the Welsh average (median) in 59% (26) indicators out of the 44 NSIs and PAMs. 18 indicators (41%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 11% (5) of indicators and was 'bottom' in just one indicator**. We also achieved better quartile performance with 17 indicators achieving upper quartile performance compared with 15 last year.

Number of PIs by quartile by year
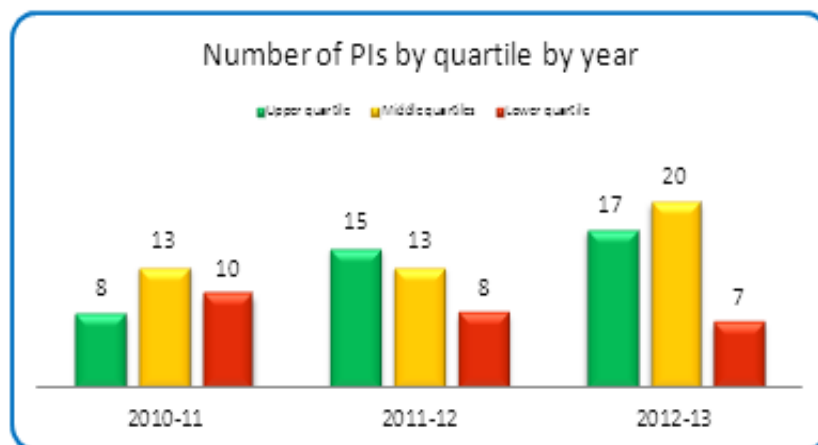
Our performance against the National Strategic Indicators NSIs and PAMs is summarised in Appendix B.

Flintshire's residents believe that the Council is good at letting local people know how well it is performing; this is the 2nd highest position in Wales. (National Survey for Wales (2012/13).

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. Outcome Agreements were introduced to explain how we work towards improving outcomes for local people against the Government's National priorities. In addition, Local Authorities' Outcome Agreements had to show evidence of partnership working across the public sector.

The Outcome Agreement Grant attracts a special grant of approximately £1.47 million per year over a three year period which is forecast within the Medium Term Financial Plan. 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 the Council and the Local Service Board.

The final year's performance (2012/13) 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: -

	RAG Status for the Self Assessment of the Outcome Agreement
R	**Unsuccessful**: - o None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances below *); or o The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
A	**Partly Successful**: - o Where neither fully successful or unsuccessful judgements apply, the outcome will be treated as partly successful.
G	**Fully Successful**: - o Met or exceeded all of the targets and milestones; or o Shortfall can be explained by any of the three circumstances outlined below*; or o 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	**Partly 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	**Fully Successful**
Theme 7 Wales is an energy efficient, low carbon and low waste society	Contribute to climate change mitigation	**Partly Successful**
Theme 8 The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	**Fully 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	**Partly Successful**

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2012/13. Once both are agreed, the grant payment for 2012/13 will be paid to the authority. Early indications are that a full grant payment will be received.

Section 2

Detailed Improvement Priority Reporting

This section details the 'progress' and 'outcome' RAG statuses for each of the 66 secondary priorities of the Improvement Plan. It also details: -

- What we said we would do
- What we did
- What we did well
- What we didn't do so well (where appropriate)
- What we will do in 2013 onward

The definitions of the RAG status are as follows: -

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)

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

What we said we would do

Sub-Priority 1.1	Outcomes to be achieved		
To achieve the change and efficiency objectives of the Flintshire Futures Programme	1. A four year organisational change programme with efficiencies identified and costed with an underpinned resourcing and activity plan 2. The goals of the Medium Term Financial Strategy (MTFS) met by the Flintshire Futures Programme with resources released for re-investment against priorities 3. The impacts for improved customer services met	Amber (Progress)	Amber (Outcome)

What we did
- Improved how we managed and resourced the Flintshire Futures Programme to achieve its efficiency level objectives focusing on the 5 corporate change workstreams of Assets, Customer, Finance, Procurement and Workforce.
- Achieved overall organisational efficiencies of £6.9m, with contributions from Assets, Procurement and Workforce workstreams.
- Forward projected Programme efficiencies of £5.3m which were built into the Medium Term Financial Plan as reflected in the 2013/14 budget.

What we did well
- Achieved efficiencies of £6.9m against a target of £4.7m.
- Strong forward plans for those priorities that were well resourced e.g. Procurement system (P2P).
- Introduced modernised ways of working e.g. agile working and P2P.

What we didn't do so well
- Inconsistency of pace and ambition across the projects.
- Set additional efficiency programmes and targets over and above those of the Flintshire Futures programme.

What we will do in 2013 onwards
- Agree a four year organisational change and efficiency programme.
- Agree a specific saving and efficiencies programme for 2014/15.
- Agree the value for money strategy to support them.
- Achieve our targeted efficiencies for 2013/14 or alternatives in order to bring the budget in on target or better.

What we said we would do

Sub-Priority 1.2 To adopt an accurate forecasting model for finances and costs for the medium term	Outcomes to be achieved 1. Medium Term Financial Plan and annual budgets underpinned by consistent and robust forecasting 2. Forecasting and risk management systems aligned	Green (Progress)	Green (Outcome)

What we did
- Applied our forecasting model within the Medium Term Financial Plan using both national forecasting information and local service demand intelligence.
- Updated the Medium Term Financial Plan and forecasts in budget reports.
- Stronger alignment of the Improvement Priorities and risks within the 2013/14 budget.

What we did well
- Aligned the Improvement Priorities to the 2013/14 budget.
- Forecasting in service areas of higher risk and volatility were included in budget reports.

What we didn't do so well
- Service forecasting is often shorter term and needs to be reflected over the period of the Medium Term Financial Plan.

What we will do in 2013 onwards
- Agreement of Council priorities for this Council.
- Agreement of capital and revenue resources to deliver our priorities for this Council through further integration of organisational and financial planning.
- Develop our forecasting methodology and its consistent application across council services.

What we said we would do

Sub-Priority 1.3 To reduce asset costs and maximise income and receipts	Outcome to be achieved 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme. 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set.	Amber (Progress)	Green (Outcome)

What we did
- Reduced our carbon footprint both within the Council by 2.66% (weather corrected) and influenced our public sector partners to do the same.
- Development of shared public sector assets model for mutual benefits e.g. Flintshire Connects.
- Some reduction of leased buildings against target.

What we did well

- Leadership of the public sector in reducing carbon and sharing assets.
- Saved the Council in excess of £2m (cumulative position) through energy efficiency measures.
- Installed a variety of energy efficient projects on time and to budget.

What we didn't do so well

- Have enough urgency around some of our decision making for example, the Assets Strategy.
- Time taken to 'cleanse' the data in our new energy monitoring and targeting system affected the regular checking of energy use across the property portfolio.

What we will do in 2013 onwards

- Renew the Asset Strategy along-side capital planning.
- Reduce the number of office buildings we work from.
- Extend the use of agile and mobile working.
- Complete the review and rationalise Council's assets.
- Agreement of the capital and revenue resources to deliver our priorities for this Council through further integration of organisational and financial planning.

What we said we would do

Sub-Priority 1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income	Outcome 1. A single integrated fees and charges policy adopted and maintained 2. Income levels raised to targets to support annual budgeting	Amber (Progress)	Amber (Outcome)

What we did

- Selective progress on reviewing and re-setting fees and charges in some service areas.
- Challenged historical practices around fees and charges in some service areas e.g. school transport and social services eligibility.
- Developed progressive fees and charges approach for public sector housing.

What we did well

- Sensitive approach to fees and charge changes in some service areas.

What we didn't do so well

- Not an integrated, single and complete approach to reviewing fees and charges for the 2013/14 budget
- Being decisive in our planning about which areas to look at next once the 2013/14 budget was set.

What we will do in 2013 onwards

- Develop a corporate fees and charges policy.
- Agree a specific saving and efficiencies programme for 2014/15.
- Agree the value for money strategy to support them.

What we said we would do

Sub-Priority 1.5 To extend agile working within the workforce	Outcome 1. Reduction in office space and associated costs 2. Increased flexibility and work style options for workforce 3. More responsive and customer service in functional areas prioritised.	Amber (Progress)	Green (Outcome)

What we did
- Implemented various systems to support agile working: telephony, electronic document storage, remote access.
- Developed policies and practices to support agile working – noted as good practice by Wales Audit Office.
- Set solid foundations for the future – 'early 'takers' have shown positive benefits.
- Integrated hot desk facilities developed at Flintshire Connect hubs.

What we did well
- Developed internal support for future work.
- Improved productivity e.g. Revenues
- Improved utilisation of office space e.g. 50% at the Flint Offices

What we didn't do so well
- Inconsistency in pace and some 'resistance' to change.
- Indecision about the future of the Council's office estate.

What we will do in 2013 onwards
- Extend the use of agile working.
- Reduce the number of office buildings.

What we said we would do

Sub-Priority 1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay)* a priority	Outcome 1. Increased compliance with and efficiency from corporate contracts 2. Process efficiencies from ordering and invoice processing 3. Improved spend control from commitment accounting and budget monitoring prior to placing orders	Green (Progress)	Green (Outcome)

What we did
- Implemented our Purchase to Pay (P2P) system ahead of target,
- Streamlined, standardised and simplified the procurement processes across the organisation gaining £42k process efficiencies from P2P with further efficiencies estimated in 2013/14 of £102k.
- Gained confidence in controls to achieve influencible spend targets.
- Procured e-sourcing module for implementation.

What we did well
- Modernised and reaped the value of a truly corporate system.
- Applied LEAN to streamline the process.
- Organisation now in more control of 'spend'.
- 85% of our invoices are paid on time.

What we didn't do so well
- Overcome operational 'resistance' to change in some areas which slows pace.

What we will do in 2013 onwards
- Simplify, standardise and automate our local procurement arrangements both in professional practice and use of technology.
- Optimise procurement efficiencies through the use of regional procurement frameworks.
- Use the new Welsh Procurement Service effectively to maximise the benefits for the organisation.
- Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.
- Improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

* Purchase to Pay (P2P) is a modern electronic system linking purchase orders to payment which can be used by the workforce and monitored centrally.

Progress G	Outcome A	IMPROVEMENT PRIORITY 2 To achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services

What we said we would do

Sub-Priority 2.1 To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	Outcomes to be achieved 1. Agreement of a regional portfolio of collaborative projects to meet Welsh Government, regional and local ambitions for public service reform 2. To implement those projects adopted at final business case stage and achieve the resilience, improvement and efficiency targets set.	Green (Progress)	Green (Outcome)

What we did

- Key Regional collaboration projects developed and implemented e.g. Social Services commissioning hub and School Improvement.
- Other key projects are on track in meeting their progress milestones e.g. North Wales Residual Waste Treatment and North Wales Food Waste projects.
- Internal protocol for governance and performance monitoring for collaboration projects agreed and implemented to ensure consistent and effective practice.
- The Council has met its commitments to collaboration under the National Compact.
- Flintshire has built a strong reputation as a leading authority in collaboration both regionally and nationally with evidence of project leadership, project support, investment of capacity and delivery.

What we did well

- Transition and delivery in key projects e.g. Social Services commissioning hub.
- Leadership of projects where we have the assigned lead role e.g. residual waste, ICT, emergency planning.
- Introduction of less visible sub-regional collaboration projects e.g. Occupational Health Services.
- Contributed to the development and delivery of the National Compact and its outcomes.

What we didn't do so well

- Manage the planning and transition of collaborations consistently prior to the adoption of the local protocol.
- Always act with decisiveness and pace as a regional collective with the effect of some projects being protracted in their development and transition phases.
- Achieve significant 'cashable' financial efficiencies as a regional collective as a percentage of our total efficiency targets.

What we will do in 2013 onward

- Move to agreement and transition on the key projects in progress and not yet at the final agreement
- Be part of agreeing a realistic on-going programme of regional and sub-regional collaboration.

What we said we would do

Sub-Priority 2.2 To achieve the set efficiency targets from the collaborative projects	Outcomes 1. To achieve the financial efficiencies set for each project 2. To recycle the efficiencies to support council priorities in the Medium Term Financial Plan / annual budgeting	Green (Progress)	Amber (Outcome)

What we did
- A level of cashable efficiencies have been identified and secured in transition projects e.g. school improvement, social services commissioning.
- Future costs have been avoided through cost avoidance in working together in sharing resources e.g. ICT, selective shared posts.
- Efficiency Targets have been built into Medium Term Financial Plan.

What we did well
- Achieve the cashable efficiency targets for agreed collaboration projects.
- Redesign of internal services (e.g. school improvement) and practices (e.g. social care commissioning) to support the achievement of immediate and year on year targets.

What we didn't do so well
- Raise levels of expectation on cashable efficiencies as part of a regional collective.
- National complexity of efficiencies under the contract for collaboration affected progress.

What we will do in 2013 onward
- Aim to achieve the cashable efficiencies set and agree a realistic programme for further cashable efficiencies and cost avoidance efficiencies and build these into the medium term financial plan.
- Aim to negotiate a fuller set of sub-regional efficiency-led options with neighbouring authorities.
- Engage fully in national collaboration options, including membership of the new National Procurement Service to secure further annual efficiencies.

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

What we said we would do

Sub-Priority 3.1 Achieve a legal, acceptable and affordable Single Status Agreement	Outcomes to be achieved 1. To agree a legal, acceptable and affordable Agreement 2. To implement the Agreement without disruption to council services 3. To have fully provided for the financial impacts of the Agreement within assigned resources	Amber (Progress)	Amber (Outcome)

What we did

- All work streams for phases 1 and 2 are completed. All parties / key stakeholders (management / employer, Elected Members and Trade Unions) are clear regarding their commitments / actions and deliver them according to the project plan.
- Negotiations on Part 3 (terms and conditions of employment) with Joint Trade Unions are completed and a provisional agreement (subject to the completion of a new pay and grading model and approval from Elected Members) has been reached.
- Pay modelling activity has been undertaken with the Joint Trade Unions and will be concluded during July and August 2013.
- The potential liabilities / associated costs have been estimated and incorporated into the overall 'Affordability Model' for Single Status and Equal Pay.

What we did well

- Revised Governance arrangements for the Single Status project with the introduction of an officer Executive Group for timely decision making, effective risk management and increased pace of the project.
- The negotiations with the Joint Trade Unions for Part 3 (terms and conditions).

What we didn't do so well

- Overall project progress fell behind schedule.
- Communication on progress was not regular .

What we will do in 2013 onward

- Conclude negotiations and reach a Draft Collective Agreement with the Joint Trade Unions by 30 September 2013.
- Adopt a Single Status Agreement.
- Successfully implement the Agreement.
- Build the on-going financial impacts of the agreed position into the medium term financial plan.

What we said we would do

Sub-Priority 3.2 Negotiate an Equal Pay Settlement	Outcomes to be achieved 1. To settle Equal Pay claims and protect the Council from any future liability 2. To settle within financial provision without destabilising Council budgets	Green (Progress)	Amber (Outcome)

What we did

- Options for defining Flintshire's Settlement Strategy have been identified and the Council's strategy is defined.
- Project plan actions have been defined for Equal Pay, identifying inter-dependencies with the Single Status Project.
- The potential liabilities / associated costs have been estimated and incorporated into the overall Affordability Model (for Single Status and Equal Pay).
- A strategy for funding issued and potential 'non issued' claims was developed.

What we did well

- Considered all options, with legal advice to develop a cost effective and workable strategy for settling issued Equal Pay claims and preventing unissued claims through Single Status.

What we didn't do so well

- Limited organisational understanding and ownership of the Equal Pay Settlement Strategy due to complexity and confidentiality.

What we will do in 2013 onward

- Adopt and implement a strategy to resolve both issues and unissued Equal Pay potential liability .alongside a Single Status Agreement

What we said we would do

Sub-Priority 3.3 To complete the review of human resources policies as a modern employer	Outcome to be achieved 1. To have adopted a set of human resources policies that are modern and meet the current and future needs of the organisation 2. To have implemented the policies to meet the business needs of the organisation and the objectives of the Customer Services Strategy	Green (Progress)	Green (Outcome)

What we did

- Employment policies and procedures have been reviewed to timescale with a forward plan for further periodic review.
- Positive organisational change being planned through key policies for Agile Working, Competency Framework, Appraisal Agile Working, Flexible Working and Domestic Abuse Policy with policy implementation in train

What we did well

- Progress and pace in reviewing and readopting key employment policies

What we didn't do so well

- The organisation fully adopting in 'spirit' of key employment policies in its 'behaviour' and 'culture'

What we will do in 2013 onward

- The employment policy review to be completed
- Communication of changing policies for working practices to adapt
- Implementation of employment policies to be evaluated

Progress G	Outcome G	**IMPROVEMENT PRIORITY 4** **To achieve the highest standards of customer services and care through our Customer Service Strategy**

What we said we would do

Sub-Priority 4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	**Outcomes to be achieved** 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	**Green (Progress)**	**Green (Outcome)**

What we did

- Services identified and agreed to be delivered through Flintshire Connects and recruitment process underway for Flintshire Connects Customer Service Advisors.
- First Flintshire Connects Centre in Holywell opens to the public November 2012. Agreement with North Wales Police to share accommodation and counter space.
- Approval given for Flintshire Connects Centres at Flint and Connah's Quay to be developed during 2013/14 and later the delivery of a Flintshire Connects Centre at Buckley to be bought forward from 2014/15 to 2013/14.
- Flintshire Connects Project Delivery Team, with representation from North Wales Police and JobCentre Plus established.

What we did well

- Timescale for opening Flintshire Connects – Holywell was met.
- Increased partnership working by sharing accommodation with JobCentre Plus.
- Planning for the next phase of Flintshire Connects.

What we didn't do so well

- Pace of introducing new services available from Flintshire Connects - Holywell.
- Slow take up of Customer Satisfaction Forms.

What we will do in 2013 onward

- Introduce more services available from all Flintshire Connects Centres to support the channel shift project and assets programme.
- Review the approach to gathering customer satisfaction data.
- Opening additional centres in Flint, Connah's Quay and Buckley during 2013/14.

What we said we would do

Sub-Priority 4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	**Outcomes to be achieved** 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	**Green (Progress)**	**Green (Outcome)**

What we did
- Channel Shift Project underway to focus on moving customers to cheaper ways of contacting the council.
- Project aligns to the proposals for Flintshire Connects centres on providing joined up public services within communities.
- Types of customer contact analysed and two services identified as a priority for making fully transactional via the website: school admissions and concessionary travel.
- Robust Equality Impact Assessment completed to identify appropriate customer consultation.
- New web content management system procured in collaboration with other North Wales Councils.

What we did well
- Procurement of new Web Content Management System in partnership with North Wales Councils.
- Launch of Mobile App in September 2013
- Launch of new modern website in September 2013

What we didn't do so well
- Use of social media to engage with customers.

What we will do in 2013 onward
- Focus on developing digital services available through the new website and Mobile App.
- Publicise the availability of digital services.
- Increase use of social media.

What we said we would do

Sub-Priority 4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Outcome to be achieved 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	Amber (Progress)	Green (Outcome)

What we did
- Developed and implemented Flintshire Customer Service Award in Housing and Environment.
- Streetscene contact centre fully implemented, and Streetscene Staff transferred to Customer Services.
- CRM system live to record all customer interaction via web, face to face and contact centre.
- Housing Contact Centre implemented.

What we did well
- Improved performance relating to call handling times.

- Co-located the contact centre with Streetscene Services resulting in improved working relationships and processes.
- 75% of our complaints are responded to in a timely manner.

What we didn't do so well
- Data gathering on new services to transfer to contact centre working.

What we will do in 2013 onward
- Launch of new customer service standards and policy.
- Introduce new services to contact centre working using robust data gathering techniques and resource planning.
- Extension of the Customer Services Award to Community Services (Children's Services) and Leisure Services.

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

What we said we would do

Sub-Priority 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	Outcomes to be achieved 1. Improved quality and cost effectiveness of children's placements 2. Sustainable financial resource to support children's out of county placements	Green (Progress)	Green (Outcome)

What we did
- Revised and improved joint working protocols between Social Services, Education Services and the Health Service.
- Became part of a regional commissioning hub to source residential places with a focus on the reduction of the cost of out of county care placements.
- Opened Arosfa residential short break facility for children with a disability which offers increased opportunities for respite.

What we did well
- Achieved significant efficiencies in Children's commissioning resulting in an underspend of £1.6m whilst retaining quality services.
- Achieved a reduction in the number of children going out of county for placements of 6.25%.
- Developed a clear and transparent protocol for agreeing out of county placements to the benefit of service users and providers.
- Opening Arosfa residential short break facility.
- The Inspectorate CSSIW recognised our efforts to improve out of county commissioning arrangements for looked after children, fewer placements and improved expenditure as leading practice

What we didn't do so well
Over-reliance on external advice in early stages.

What we will do in 2013 onwards
- Further improve the contract process for out of county placements.
- Aligning our processes with those of the Betsi Cadwalder University Health Board to avoid cost shunting and ensure that the Continued Health Care Guidance is met.
- Strengthen internal knowledge and commissioning capacity to avoid the need for external advice.

What we said we would do

Sub-Priority 5.2 Ensure that the whole Council works positively as a Corporate Parent to	Outcomes to be achieved 1. Looked after children are supported by the Council as a whole to achieve the best positive	Green (Progress)	Green (Outcome)

support looked after children and care leavers to achieve positive outcomes in life	outcomes in life		

What we did
- Idea for an ID card called Access to Action (A2A) for young carers and looked after children launched in June 2012 with phased role out in 4 high schools between January and April 2013.
- Under Flintshire Awards; a total of 191 young people were nominated for awards for meaningful everyday achievements as well as worthy academic and sporting triumphs.
- Events have been held between Education and Social Care colleagues to promote and highlight joint working practices in both the primary and secondary sector.

What we did well
- Pride of Flintshire Awards held annually and hosted by young people to national recognition.
- 94.2% (1191) statutory visits for looked after children were undertaken in accordance with regulations, exceeding target and significantly improving on the previous year. We ranked 4th in Wales.
- Positive feedback from A2A phased role

What we didn't do so well
- Despite improving educational outcomes for looked after children compared with the previous year we remained 21st in Wales.

What we will do in 2013 onwards
- Following successful A2A pilot, role out in all Flintshire High Schools.
- Introduction of A2A into pharmacies and GP surgeries with partner from the 3rd Sector.
- Task and Finish Group to be established to address the educational attainment of Looked after Children.

What we said we would do

Sub-Priority 5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Outcome to be achieved 1. Effective safeguarding practice, meeting legal and policy objectives, both preventative and reactive.	Green (Progress)	Green (Outcome)

What we did

CHILDREN'S SAFEGUARDING
- Strengthen the Safeguarding Unit within Children's Social Services that capitalises on the support and advice provided to our frontline staff.
- Good progress including development of an Escalation Protocol and the routine sharing of executive summaries from national serious case reviews.
- The Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB) set up a system so that people can contact them using an online postcard.

ADULT SAFEGUARDING
- Additional Team Manager appointed responsible for Adult Safeguarding.
- Focused on improving our risk management recording systems within Adult Social Services which had been identified by CSSIW as an area needing attention. The percentage of adult protection referrals where the risk has been managed has increased from 88% in 2011/12 to 99% in 2012/13, ranking us 4th in Wales.
- A more recent CSSIW site visit of Adult Safeguarding identified positive progress.
- Improved awareness and increased levels of referral for vulnerable adults –13% increase in referrals for 2012/13.

What we did well
- Children's Social Services has been successful in a bid to become a pioneer authority for Social Services Improvement Agency (SSIA) to pilot an 'outcomes framework' for child protection.
- Improved the percentage of adult protection referrals where the risk has been managed.
- All our targets for safeguarding national indicators are set above the Welsh average and Flintshire's performance is among the best in Wales for both adults and children.

What we didn't do so well
- 97.7% of child protection reviews were completed in time ranking us 12th in Wales and performance has declined marginally on last year (98.3%).

What we will do in 2013 onwards
- Maximise the benefits of our enhanced Safeguarding Service for Children and Adults by offering a support and advice role to our frontline workforce.
- Strengthen the risk management procedures and improvement in the recording of joint decisions in adult protection.

5.4 Deleted / merged with 5.3

What we said we would do

Sub-Priority 5.5 Implement the Integrated Family Support Services (IFSS) initiative	Outcome 1. Improved quality of life and life chances of vulnerable families with substance misuse problems through an integrated multi agency approach	Green (Progress)	Green (Outcome)

What we did
- The new sub-regional IFSS service (Wrexham County Borough Council and Flintshire County Council) became operational in August 2013 to improve the quality of life chances of vulnerable families through an integrated multi-agency approach building on the learning from the three IFSS pilot sites in Wales.
- Agreed governance arrangements are in place with Flintshire County Council taking the lead.

What we did well
- Gaining agreement Wrexham County Borough Council and partners to enable the launch of the service.
- Acknowledgement from CSSIW that across our services there is progress in being made on the 'whole family approach'.

What we didn't do so well

- Extent of involvement of young people and families in commissioning.

What we will do in 2013 onwards

- Following approval from Welsh Government for a sub regional team between Wrexham and Flintshire, implement the service.
- Progress the Implementation of a 'whole family' model (Integrated Family Support Services Initiative and Families First Initiative).
- Deliver specific training on the model to the wider operational staff within the partner organisations.

What we said we would do

Sub-Priority 5.6 Introduce Civil Parking Enforcement (CPE)	Outcome 1. Reduction in traffic congestion 2. Positive impact of local town centre economies 3. Reduced journey times within the county	Amber (Progress)	Green (Outcome)

What we did

- Consulted with Mold and Holywell Town & Community Councils over the retention of off-street parking.
- Surveyed all existing Council Owned car parks.
- Surveyed all lines and signs on-street to confirm accuracy, location and validity with the relevant traffic order.
- Developed and submitted a number of reports to Cabinet on Civil Parking Enforcement.

What we did well

- Developed a robust business case for submission to Welsh Government to approve the Council's civil parking enforcement powers. This has subsequently been approved.
- Gained a wider understanding, though consultation, of the issues Town and Community Councils would like to see addressed.
- Completed a comprehensive survey of lines and signs.

What we didn't do so well

- Progressed as quickly as planned due to extensive consultation.

What we will do in 2013 onwards

- Review charging levels for off street parking in Mold in partnership with Mold Town Council.
- Prepare final Cabinet reports to enable Civil Parking Enforcement to be introduced
- Implementation of civil parking enforcement by autumn 2013.
- Train all employees, procure hardware and software and test all equipment for 'go live' in October 2013.

What we said we would do

Sub-Priority 5.7 Introduce Customer Access Points (Flintshire Connects) Same as 4.1.	Outcome 1. Model blueprint for Flintshire Connect centres above 2. Increased choice on localised access to council services 3. Increased choice of localised access to other public/third sector services	Green (Progress)	Green (Outcome)

What we did
- Services identified and agreed to be delivered through Flintshire Connects and recruitment process underway for Flintshire Connects Customer Service Advisors.
- First Flintshire Connects Centre in Holywell opens to the public November 2012. Agreement with North Wales Police to share accommodation and counter space.
- Approval given for Flintshire Connects Centres at Flint and Connah's Quay to be developed during 2013/14 and later the delivery of a Flintshire Connects Centre at Buckley to be bought forward from 2014/15 to 2013/14.
- Flintshire Connects Project Delivery Team, with representation from North Wales Police and JobCentre Plus established.

What we did well
- Timescale for opening Flintshire Connects – Holywell was met.
- Increased partnership working by sharing accommodation with JobCentre Plus.
- Planning for the next phase of Flintshire Connects.

What we didn't do so well
- Pace of introducing new services available from Flintshire Connects - Holywell.
- Slow take up of Customer Satisfaction Forms.

What we will do in 2013 onward
- Introduce more services available from all Flintshire Connects Centres to support the channel shift project and assets programme.
- Review the approach to gathering customer satisfaction data.
- Opening additional centres in Flint, Connah's Quay and Buckley during 2013/14.
-

What we said we would do

Sub-Priority 5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes	Outcome 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.	Green (Progress)	Green (Outcome)

What we did
- First full year of operation for the new joined up Streetscene service, with a new staffing structure and integrated roles and responsibilities, and consolidation of the workforce at Alltami Depot.

- Introduction of new working patterns in order that all services now operate over a 6 day working week with increased utilisation of vehicles to achieve financial efficiencies.
- Implementation of a contact centre and Customer Relations Module (CRM) for Streetscene services; the Contact Centre is now co-located with the operational unit at Alltami depot with service integration and improved service resilience, particularly during emergency situations and bad weather when calls from the public are high.
- Implementation and monitoring of a set of Streetscene standards.

What we did well
- Delivered efficiency targets and improved the overall efficiency of the service.
- Call handling performance has improved during the first year since its introduction. 82.49% in July 2012 increasing to 90.85% by July 2013.
- The new 6 day working week has received largely positive feedback from services users and workforce.
- Overall performance against our Streetscene standards.
- Managed the impacts of severe weather conditions including flooding and heavy snowfall.
- Exceeded the Welsh Government statutory target (52%) for recycling the material collected during domestic waste collections, by achieving 54.92% (ranking us 7th in Wales).

What we didn't do so well
- Performance against some of the Streetscene standards: 13 out of 45 were assessed as red (improvement required).

What we will do in 2013 onwards
- Achieve further service efficiencies and financial targets without impacting on frontline service delivery.
- Undertake a fleet review to reduce vehicle numbers and improve utilisation levels to achieve financial and carbon reduction benefits.
- Maintain and improve recycling rates to avoid Welsh Government infraction charges.
- Achievement of all Streetscene standards.

What we said we would do

Sub-Priority 5.9 Implement the recommendations of the E-coli inquiry	Outcome 1. Full compliance with new recommendations by the local business sector	Green (Progress)	Green (Outcome)

What we did
- All new inspections are undertaken in line with the new E coli guidance issued by the Food Standards Agency.
- Communication strategy has been fully implemented.
- All officers have received formal training on new guidance provided by the Food Standards Agency Wales.

What we did well
- The E coli guidance was explained in full to all relevant businesses during food hygiene visits carried out throughout 2012/13 which amounted to over 900 visits.
- An additional Environmental Health Officer was recruited on a Fixed Term Contract

basis in October 2012 to assist with the local implementation of the recommendations from the E coli Inquiry.
- All relevant staff either received or were booked onto the Food Standards Agency formal training course on the new E coli guidance.
- 83% of food premises are broadly compliant with food hygiene standards.

What we didn't do so well
- The Communication strategy adopted, whilst comprehensive, could be improved with lessons learnt.

What we will do in 2013 onwards
- Continue to ensure the guidance is implemented in food businesses in the county via our intervention strategy.
- Ensure that any changes and updates to the guidance are effectively communicated to businesses in a timely way to assist with compliance.

What we said we would do

Sub-Priority 5.10 Delivering sustainable modes of travel schemes	Outcome 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint	Green (Progress)	Green (Outcome)

What we did
- Taith programme for 2012/13 successfully delivered with the construction of a number of new bus bays in Shotton which have assisted traffic flows through this congested area.
- Developed a major strategic cycle and walking link called Burton Marsh which links to our coastal path, Deeside industrial park as well as Chester and Wirral.

What we did well
- Delivered Taith schemes for financial year 2012/13.
- Developed a strategic cycle network into England (Burton Marsh).
- Continued to expand and maintain our rights of way network
- Consulted extensively on the schemes and modified them where necessary following public consultation.
- Commenced positive discussions with our regional transport partners about making improved transport links in and out of our County boundaries.

What we didn't do so well
- Develop and strengthen our case for improved rail connectivity and frequency.

What we will do in 2013 onwards
- The 2013/14 Taith programme has been identified and development and delivery work is underway.

What we said we would do

Sub-Priority 5.11 Review public conveniences provision	Outcome 1. Siting of public conveniences to meet local demand	Green (Progress)	Amber (Outcome)

	2. Consistency and standard of provision		

What we did
- Reviewed the options for future provision.
- Approval gained for a phased implementation of the changes to provision commencing April 2013.

What we did well
- Achieved the first phase of the implementation during the year.

What we didn't do so well
- Concerns raised by Town and Community Councils over insufficient notice period being provided following the decision to close a public convenience and actual date of closure, limiting the time to present local proposals to retain the facilities under their management.

What we will do in 2013 onwards
- Implementation of the remaining phases of the review.

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**

What we said we would do

Sub-Priority 6.1 Following adoption of the Unitary Development Plan (UDP), pursue development of Local Delivery Plan (LDP)	**Outcomes to be achieved** 1. More consistent approach to planning decision making 2. Welsh Government approval of LDP delivery timetable 3. Adoption of LDP	**Green (Progress)**	**Green (Outcome)**

What we did

- Adoption of the UDP created the ability to reference a single set of policies in Planning and Development Control Committee reports, improving the clarity and relevance of the recommendations made to Planning Committee.
- The UDP was disseminated to key stakeholders and made available for public use and inspection at main Council offices and via the website.
- Initial preparation work to inform the plan's evidence base of the LDP has been completed and Commencement order gained from Welsh Government to begin work on the LDP.
- The Planning Strategy Team contributed to a wide variety of major development, regeneration and corporate projects, including Town Centre Masterplans, the Northern Gateway and the Broughton Cinema application.

What we did well

- Formation of the Planning Strategy Group to review the processes and performance of the Planning Service and lead progress on the LDP as recommended by the Independent Advisory Group into the Welsh planning system as best practice.
- The Planning Service website commended as one of the top five in the United Kingdom out of 474 Local Planning Authorities, with particular reference to the planning application database and mapping capability.
- The previous Chairman's Panel to consider applications of a small scale, where there are objections that can be overcome by planning conditions has been disbanded, improving the clarity and consistency of the decision making process and performance against national indicators.
- Some of the evidence base background studies have been jointly commissioned with Wrexham County Borough Council on a collaborative basis

What we didn't do so well

- Continuing uncertainty in relation to the assessment of Housing Land Availability following changes to the process made by the Welsh Government has affected pace.

What we will do in 2013 onwards

- Further raise awareness of the LDP's vision and objectives and the approach to the spatial strategy for the Plan.
- Continue to contribute to a wide variety of major development, regeneration and corporate projects.

- Adopt the LDP Local Delivery Agreement and work in accordance with its timetable.
- Adopt further Supplementary Planning Guidance Notes to assist in the implementation of the UDP.
- Seek external funding from Welsh Government (through the Planning Improvement Fund) to assist in joint commissioning of background studies with Wrexham County Borough Council.

What we said we would do

Sub-Priority 6.2 Regenerate Town Centres	Outcomes to be achieved 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	Green (Progress)	Amber (Outcome)

What we did
- Completed town centre master plans for Buckley, Connah's Quay, Shotton and Flint. Development work is underway on capital projects.
- Flint Market now established.
- £4m secured from European Regional Development Fund for Flintshire/Wrexham to support physical improvements and business grants.
- Successful events programme in Mold and Holywell brought over 2,000 visitors into the town centres.
- The Destination Flintshire Partnership completed and adopted the Destination Management Action Plan setting out how the visitor experience in the county will be improved.
- Grant scheme to tackle vacant high street retail units launched.

What we did well
- Town centres in Flintshire are generally out-performing the national average.
- Footfall has remained stable in Flintshire despite the national trend of decline.

What we didn't do so well
- Implementation of town centre capital programme has been slower than anticipated, more needs to be done to raise the profile of investment opportunities in Flintshire.

What we will do in 2013 onwards
- Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
- Agree the new business model for the county's Community Events Programme including marketing and promotion.
- Roll out of the Destination Management Action Plan over the period 2013-2015.

What we said we would do

Sub-Priority 6.3 Support the Deeside Renewal Area Programme	Outcome to be achieved 1. Increased local employment rates 2. Improved energy efficiency in	Green (Progress)	Green (Outcome)

	housing stock		

What we did

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside. Enterprise Zones are a Welsh Government Programme to stimulate growth and support business in designated areas.
- Bid for funding submitted to Welsh Government and outcome awaited.
- New partnership and governance structure developed for Deeside.

What we did well

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside.
- The DEZ achieved 414 new jobs and safeguarded a further 1,300 jobs.
- 122 homes in the renewal area received 154 energy efficiency measures. These included 80 external wall insulations, 55 heating systems, 10 lofts insulated and 9 solar thermal heating systems. As a result of this work the overall annual fuel bill reduction for residents is estimated to be £57,495.
- The energy efficiency retrofit programme progressed well with high levels of customer satisfaction.
- Additional monies were secured through Welsh Government ARBED programme removing the need for most householders to contribute to the cost of this work.

What we didn't do so well

- Communication with residents between the end of the Community Energy Saving Programme (CESP) in December 2012 and the start of the Energy Company Obligation in April 2014. This gap in funding led to some confusion and anxiety and a communication strategy has now been developed for future energy projects.

What we will do in 2013 onwards

- Continue to support the Enterprise Zone priorities.
- Explore with Welsh Government the opportunities to improve the infrastructure (transport, housing etc.).
- Roll out of the new partnership and governance structure developed for Deeside.
- 88 external wall insulations and 26 heating systems will be delivered in 2012/13.

What we said we would do

Sub-Priority 6.4 Promote the development of the Deeside Enterprise Zone	**Outcome** 1. Incentives package for inward investment agreed with Welsh Government 2. Increased number of jobs available in advanced manufacturing 3. New business re-locations / start-ups / growth	**Amber (Progress)**	**Amber (Outcome)**

What we did

- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside. Enterprise Zones are a Welsh Government Programme to stimulate growth and support business in designated areas.
- Planning permission granted for development of the eastern part of the Northern

Gateway.
- A joint marking and promotion group has been established to focus on investment opportunities.
- Business Plan submitted to Welsh Government and outcome awaited.

What we did well
- Enterprise Zone (DEZ) status confirmed by Welsh Government for Deeside for advanced manufacturing and manufacturing.
- Conversion rate for enquiries at 47%.
- Completed Phase I feasibility study for North Wales Advanced Manufacturing Skills and Technology Park.
- Successfully engaged with private developers and our Planning Department to develop a Northern Gateway Masterplan.
- Flintshire County Council had a DEZ paper published within a European Journal comparing enterprise zone's throughout Europe and the US.

What we didn't do so well
- Pace of progress whilst Welsh Government approval of the DEZ business plan and infrastructure investment applications is made as part of the national programme for 7 Enterprise Zones.

What we will do in 2013 onwards
- Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park and Deeside Enterprise Zone.
- Support the growth of the existing businesses on Deeside to maximise opportunities for business development.
- Produce, agree and implement a 'masterplan' for the Northern Gateway site to facilitate development of key part of the DEZ.
- Support Welsh Government to promote DEZ as a preferred location for UK and overseas investment opportunities.

What we said we would do

Sub-Priority 6.5 Rationalisation of property and land estate	**Outcome** 1. Reduced running costs through rationalisation of property portfolio for reinvestment against priorities 2. Maximised capital receipts through disposal of property assets to invest in the priorities of the Capital Programme 3. Reduced carbon footprint and overall energy requirement for environmental and financial impact against targets set	**Amber (Progress)**	**Green (Outcome)**

What we did
- Identification of lease releases programme and continued rationalisation of third party leases when opportunities arise through break clause or lease termination dates.
- Development of an initial 10 year capital strategy.
- Mobile and agile working introduced in a number of services resulting in office space

being released.
- Identification of partners for Flintshire Connects hubs (NW Police and JobCentre Plus).

What we did well
- Flintshire Connects Holywell opened.
- Achieved a 2.66% reduction in carbon dioxide emissions from our buildings.
- Introduced new ways of working e.g. agile and mobile working

What we didn't do so well
- Agreement of an ambitious civic forward plan for asset use.
- Identify funds to invest in asset consolidation and improvement.

What we will do in 2013 onwards
- Continue to move staff into Flint or other available Council accommodation as part of the programme to consolidate into a smaller number of core buildings.
- Progress the moving of staff over to agile and mobile working.
- Develop the capital strategy and integrate it with the Medium Term Financial Strategy.

What we said we would do

Sub-Priority 6.6 Complete TAITH work programmes	Outcome 1. Positive alternatives to single occupancy car travel on offer 2. Road traffic levels reduced 3. Reduced carbon footprint	Green (Progress)	Green (Outcome)

What we did
- Taith programme for 2012/13 successfully complete.

What we did well
- Delivered the Taith programme for 2012/13.
- Commenced work leading to the implementation of Civil Parking Enforcement.
- Started work leading to a review of our subsidised bus services.
- 81% of adults aged over 60 have a concessionary bus pass; an improvement on last year, but still not meeting the welsh average.
- **Flintshire residents gave the 2nd highest rating to the 'state of transport' (National Survey for Wales 2012/13).**

What we didn't do so well
- Balance our resources with work programme effectively.

What we will do in 2013 onwards
- Implement work stream flows from the Regional Transport Plan to tie in with the TAITH work programme.
- Develop cycle routes, integrated multi modal hubs and create new walking routes.
- Creation of an integrated transportation approach at regional and local level.
- Continue to promote concessionary travel passes.
- Develop work and review of subsidised bus services and implement action flowing from this workstream.
- Manage and monitor the new allocations of the Bus Service Operator's Grant and Regional Transport Services Grant.

Sub-Priority 6.7 Development of skills to align with business needs	Outcome 1. Skills 'gap' identified with local business community with a strategy adopted to close the 'gap' 2. More sustainable local employment market created 3. Local business competitiveness sustained	Green (Progress)	Green (Outcome)

What we did

- Provision of Weekly Job Clubs in all Communities First areas and opening an Employability Club for 16-24 year olds.
- Successful Enterprise Club with 2 business starts in the first six months of the club coming into operation.
- Communities First working with partners to remove barriers to employment and help people into work experience and apprenticeships.
- Numbers of jobs created in the advanced manufacturing sector continues to improve with an expansion at the Henrob facility which has resulted in 26 jobs. Toyota at Deeside also announced 70 new jobs.

What we did well

- 18 people, all potential new business start-ups, including 12 young people are supported by the Flintshire Enterprise Club which has been operating from John Summers Community Campus since January 2013.
- A second Flintshire Enterprise Club opened in the Holywell Connects Centre on 19 June 2013 supporting 6 young people.
- The Entrepreneurship Programme is growing in confidence, with activities aimed at people who wish to start or grow a business through a programme of effective, professional and mentor support.

What we didn't do so well

- The development of a new centre for advanced manufacturing working with industry not as rapid as planned as part of the Deeside Enterprise Zone.

What we will do in 2013 onwards

- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Set a marketing strategy to communicate the range of apprenticeship and training programmes available.
- Identify the skills gap for an increased number of apprenticeship and alternative programmes and investment in training.
- Continue to support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Implement skills development programmes in partnership with local employers.
- Working with businesses and partner organisations to up-skill employees and ensure future skills requirements are met.
- Launch the Employer's Promise in the public sector to promote and enhance our roles as employers.

What we said we would do

Sub-Priority 6.8 Encourage and retain business investment in Flintshire	Outcome 1. Increased business investment in Flintshire 2. Increased number of jobs in Flintshire 3. Local business competitiveness sustained	Green (Progress)	Green (Outcome)

What we did

- 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.
- Development of an Infrastructure Plan and Marketing, Promotion and Communications Plan with private sector partners and submitted to Welsh Government to increase the level of inward investment into Flintshire.

What we did well

- Delivered Flintshire Business Week 2012, engaging with over 2000 business delegates.
- 54 business events, engaging with 3033 business delegates.
- Received the first trade delegation from China resulting in potential inward investment opportunities and joint overseas approaches.
- Supported businesses to create 573 new jobs and safeguard 1,300.
- Flintshire's unemployment rate remained below the Wales (4.3%) and UK (3.9%) at 3.3%.

What we didn't do so well

- Pace of progress whilst Welsh Government approval of the DEZ business plan and infrastructure investment applications is made as part of the national programme for 7 Enterprise Zones..

What we will do in 2013 onwards

- Deliver Flintshire Business Week 2013, including our 4th Annual Trade Show.
- Continue to work with local businesses and partners to ensure employment and apprenticeship needs are met.
- Work with Welsh Government to deliver DEZ priorities.
- Promote Flintshire and the wider region as the centre of excellence for manufacturing.
- Work in collaboration with the 5 other North Wales authorities to promote the wider region for investment.

What we said we would do

Sub-Priority 6.9 Implement the Families First initiative	Outcome 1. Mitigation of the impact of poverty on families in Flintshire 2. Rate of families supported to	Green (Progress)	Green (Outcome)

	improve quality of life and life chances 3. Impact on referral rate to other statutory services for support		

What we did

- The Families First plan has been implemented and is operational.
- The Commissioning Strategy has been fully implemented, with a full programme of events each quarter. An audit review of the commissioning process has been undertaken.
- Families First funding has been allocated and new contracts for service delivery requiring a family focused approach have been issued.
- The Team Around the Family (TAF) Team is functioning well and has supported 148 families.

What we did well

- Acknowledgement from CSSIW that across our services there is progress on the 'whole family approach'.
- An internal audit of the Families First commissioning and procurement process received positive feedback.

What we didn't do so well

- The timescales of the commissioning forced a tight turn around for applicants which will be reviewed for future processes.

What we will do in 2013 onwards

- Progress the Implementation of a 'whole family' model (integrated Family Support Services Initiative and Families First Initiative)

What we said we would do

Sub-Priority 6.10 Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future	**Outcome** 1. The care home market is sustainable and provides high quality and appropriate care for local people	**Green (Progress)**	**Green (Outcome)**

What we did

- A sub-regional model of care fees and the care home market has been agreed with Wrexham County Borough Council and Denbighshire County Council and with Care Forum Wales.
- Regional Commissioning Hub - a collaboration of the six North Wales' authorities for the commissioning and contracting of high cost low volume care home placements for adults and children.
- Local data has been collected and validated establishing the real cost of operating care homes.
- Care homes have been informed of the new rates for 2012/13, which are within the Directorate's allocated budget.

What we did well

- Established a sub-regional model which has the potential for extension across North Wales, and has been presented nationally.

- Establishment of a Regional Commissioning Hub.
- Model agreed for care fees in the care home market, reducing the risk of judicial challenge from care homes over the reclaiming of costs.

What we didn't do so well
- Engaged with all Councils across North Wales from the outset.

What we will do in 2013 onwards
- At appropriate times work with care homes to refresh the data relating to operational costs.
- Roll out the model regionally.
- Consider the learning from this model and apply across other sectors.

What we said we would do

Sub-Priority 6.11 Develop a strategy to manage the impacts of Welfare Reform	Outcome 1. Adoption and implementation of a comprehensive Welfare Reform Strategy to protect those vulnerable to poverty through welfare reform 2. Adoption and implementation of a homeless prevention plan 3. Rate of vulnerable people prevented from becoming homeless 4. Implementation of new Council Tax Benefit Scheme from April 2013 5. Effective transition of Housing Benefit administration to DWP 6. Financial implications fully identified and included in MTFP	Amber (Progress)	Amber (Outcome)

What we did
- Successfully implemented the Council Tax Reduction Scheme and Benefit Cap.
- Established a Welfare Reform Response Team to target advice and support at households whom, due to welfare reforms impacts, are at most risk of losing household income and face difficulties in maintaining their contractual housing costs.
- Implemented a triage approach with Council tenants affected by the Spare Room Subsidy - made proactive referrals to appropriate support services.
- Delivered a welfare reform training and development programme to internal and external front line services.
- Drafted the Flintshire Homeless Prevention Strategy.
- Promoted the local delivery arrangements of the national Discretionary Assistance Fund ensuring assistance is available to vulnerable members of Flintshire's communities.
- Communication plan in place ensuring stakeholders are informed of the social welfare legislative change programme.
- Commenced joint working with JobCentre Plus for customers affected by Benefit Cap
- Reflected the potential financial implications to the Council within the 2013/14 Council Fund and HRA budgets and longer term financial plans.

What we did well
- Use of Flintshire County Council and Department of Work and Pensions (DWP) data

to target support services at vulnerable residents to identify and implement solutions to problems created by the welfare reforms.

- Partnership working to enhance support available to residents, e.g. applications for a discretionary housing payment being trialled and, as appropriate, referred to internal/external services for additional support.
- Empowering front line service providers to support their service users impacted by the reforms and raising awareness of the welfare reforms amongst residents and other stakeholders.

What we didn't do so well
- Achieve more effective national Welsh planning across Government and the public partners as a leading authority in planning for Welfare Reform

What we will do in 2013 onwards
- Develop, in partnership with the DWP, the Local Support Services Framework to ensure there is a coordinated network of tailored service provision within the county to support residents to prepare for, make, and manage Universal Credit claims.
- Continue to proactively target advice and support services to the most vulnerable households and to empower front line service providers and residents through training, development and awareness raising, etc.
- Help prevent people from becoming homeless.
- Provide advice and support services to help people protect their income.

What we said we would do

Sub-Priority 6.12	Outcome		
Extend and enhance the type of education, employment and training (EET) opportunities available for young people	1. A change in the upward trend of increasing unemployment in 16 to 24 year olds 2. Improved skills base of the workforce to improve employability and earnings prospects 3. Improved provision of local labour market intelligence to inform planning arrangements at all levels 4. Local jobs for local people 5. Raised awareness of employment, education and training opportunities 6. Improved employer participation in EET schemes 7. Increased number of people who successfully establish and grow businesses 8. Shared (multi agency) Employer Pledge	Green (Progress)	Green (Outcome)

What we did
- Review of existing Programmes in Flintshire relating to education, employment and training (EET) opportunities available for young people undertaken.
- Draft Employers' Promise Model developed.
- New education and employment opportunities scoped.
- Implementation of Entrepreneur Programme for young people aged 16 to 24 years.

What we did well
- Following reaching the equal lowest level of young people not in education, employment or training (16+) in Wales for the first time in 2011/12, we secured a further reduction from 2.7% to 2.3% in 2012/13.
- Having comprehensive multi-agency arrangements in place for personalised flexible support for vulnerable young people.

What we didn't do so well
- Speed up mobilisation of partners to ensure sufficient capacity was given to project delivery.

What we will do in 2013 onwards
- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Launch the Employers' Promise in the public sector to promote and enhance our roles as employers.
- Set a marketing strategy to communicate the range of apprenticeship and training programmes available.
- Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training.
- Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Continue to develop and increase the number and range of Communities First Job

Club programmes.
- Implement skills development programmes in partnership with local employers.

What we said we would do

Sub-Priority 6.13 Develop an outline 'Master Plan' for Social Enterprise and Co-Operatives in Flintshire	Outcome 1. Increased number of Social Enterprises established in the county 2. Mechanisms in place for the Council to support new social enterprises	Green (Progress)	Amber (Outcome)

What we did
- Project Board established and project brief agreed by the Council.
- Four workstreams established to take forward the key work areas:
  - External advice to Social Enterprises
  - Support to existing Social Enterprises
  - New Projects
  - Tendering and legal issues
- Expertise has been sought from Social Firms Wales and employees and service users have been consulted.
- Options to secure some project capacity including 'seed corn' funding (£50k) have been confirmed.
- Established learning networks with other authorities who have already established social enterprise models.
- One workstream of our transformation of Adult Social Services is to set up a Social Enterprise. Mental Health Support Services are exploring social enterprises as part of an agenda to refocus work services.

What we did well
- Establishment of the four workstreams.
- The Council agreed to provide project management support and 'seed corn' funding of £50k.

What we didn't do so well
- Pace of developing options for new social enterprises.

What we will do in 2013 onwards
- Ensure social enterprise is a prominent consideration in all future service reviews.
- Agree an investment plan for growing and supporting social enterprise.
- Develop effective support for social enterprises through establishing a range of community benefits and a Social Enterprise Network.
- Develop new social enterprise projects to meet the Council's priorities.

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**

What we said we would do

Sub-Priority 7.1 Transform Social Services for Adults to promote independence and build community capacity	**Outcomes to be achieved** 1. Adults in Flintshire diverted from statutory services where appropriate 2. Enhanced provision of local services on a multi-agency basis for complex needs 3. A model for transformed service developed and implemented and service change targets met 4. Services commissioned to meet needs of carers	Green (Progress)	Green (Outcome)

What we did
- Created a Modernising Social Services Board who will oversee all modernising work for both Adult and Children's Social Services.
- Three locality Social Work and Occupational Therapy teams established within Social Services aligning ourselves to Health locality boundaries.
- Carers' Commissioning Strategy 2012-2015 adopted.
- Continued implementation of reablement to support people to live independently.
- Developed agile and mobile working for locality teams resulting in improved service delivery.

What we did well
- Undertook a very positive systems thinking review of financial assessment resulting in improved service.
- Increasing investment in assistive technology, Citizen Directed Support and direct payments, leading to increased take-up of personal budgeted services.
- More people being supported in their own homes and fewer needing long term residential care.
- Achieved significant improvements and efficiencies (£1m) for the Council.
- 61.6% of people no longer required a further care package as a result of reablement and for 4.1% the package was reduced.
- Reduced occupational therapy waiting times from 4 months in April 2012 to just less than 3 weeks in March 2013.
- Developed agile and mobile working for locality teams resulting in improved service delivery.
- Almost 80% of carers were provided with a service following assessment.

What we didn't do so well
- Forecast the level of efficiencies to be achieved.

What we will do in 2013 onwards
- Extend agile and mobile working across Social Services.
- Contribute to the regional Telehealth and Telecare Service.
- Explore options for alternative means of housing accommodation with innovative

- models of support for adults with disabilities.
- Remodel the 'front door' of our services, the First Contact Team to align closely with reablement services.

What we said we would do

Sub-Priority 7.2 Expand the Council's extra care housing provision	Outcomes to be achieved 1. Increased rate of personalised support for independent living in the community	Green (Progress)	Green (Outcome)

What we did
- Progressed construction of our second Extra Care Scheme, to support 48 older people and 15 people with moderate dementia, will be operational October 2013.
- Communication of the availability of additional Extra Care Scheme places to ensure take up is maximised.
- Initial discussions have taken place with local Registered Social Landlords (RSLs) about the potential for developing further schemes.
- A strategy has been developed for two future Extra Care Schemes.
- Council supported within its Housing Strategy the development of 2 additional Extra Care Schemes in Flint and Holywell.

What we did well
- 50 Extra Care Scheme units out of 63 have been allocated due to effective communication and promotion, learning the lessons from the first extra care facility.
- Getting approval for the strategy to develop two further schemes was a significant milestone.

What we didn't do so well
- Delay in the construction of our second Extra Care Scheme due to adverse weather conditions.

What we will do in 2013 onwards
- Open our second Extra Care Scheme.
- Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available.
- Develop specific plans for schemes in Flint and Holywell.

What we said we would do

Sub-Priority 7.3 Develop a range of temporary accommodation and independent living options for care leavers	Outcome to be achieved 1. Prevent extended stays in existing temporary accommodation including bed and breakfast 2. Care leavers receive a seamless, sensitive, service and are accommodated in safe and appropriate accommodation 3. Care leavers develop the skills to live independently or with minimum support	Green (Progress)	Green (Outcome)

What we did

- Gained agreement for allocation of up to ten units per annum of accommodation from council stock for care leavers.
- Commissioned British Association for Adoption and Fostering to carry out review of Supported Lodgings Schemes in Flintshire. The findings will influence future placement options.
- Development of a Southwark Action Plan which will lead to a Joint Homelessness Prevention Team between Housing and Social Services for Children.

What we did well

- Piloted an innovative living arrangement for care leavers, which received very positive comments from the Minister during their visit.
- Commissioned a youth led group to collate feedback from young people on the temporary and supported accommodation available.
- Commissioned a Nightstop Scheme for homeless young people which provides a room in a family home in an emergency rather than B&B or hostel accommodation.
- 100% of care leavers (aged 19) with whom the authority is still in contact were known to be in suitable accommodation at the year end, ranking us 1st in Wales.

What we didn't do so well

- The full Children's and Housing integrated team is still in development.

What we will do in 2013 onwards

- Recruit a dedicated housing options officer to work with young people at threat of homelessness aged 16 – 24 years old.
- Ensure young people's support needs are catered for through Supporting People services.
- Work with Children's Services to identify the young people requiring future accommodation as part of their pathway plan prior to their 18th birthday.
- Continue to prioritise care leavers for accommodation and waive the intentionality decision if their first independent tenancy fails.

What we said we would do

Sub-Priority 7.4 Develop new Supporting People services to strengthen homeless prevention	Outcome 1. Improved support for young people with complex needs and those with HIV or AIDS	Green (Progress)	Green (Outcome)

What we did

- New Supporting People Services projects completed:
  i) Complex Needs Project for young people launched and
  ii) Regional services for people with HIV or AIDS has been commissioned, which has;
    o Developed additional floating support projects to strengthen homeless prevention.
    o Developed a sub-regional Nightstop Scheme for young homeless people in need of emergency accommodation.
    o Remodelled Supported Lodgings into a larger sub regional scheme for young homeless people.

What we did well

- Recruited a Support Coordinator to ensure best use is made of the services. This includes minimising empty spaces and targeting those most in need.

What we didn't do so well

- The Dispersed Refuge Project that was included in the plan for development did not commence.

What we will do in 2013 onwards

- Strategic approach to grant reductions to protect important services and maintain a robust approach to Homeless Prevention.
- Act on the findings from the service user consultation work to further improve services based on service user views.
- Build on the Support Co-ordinator post to develop a central referral and assessment team which will enable us to manage our demand for services and improve the way we deal with complex cases.

What we said we would do

Sub-Priority 7.5 Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project)	Outcome 1. 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	Amber (Progress)	Amber (Outcome)

What we did

- Reviewed our existing Charging Policy to compare it with other local authorities and identified options for change.
- Assessed the impact of changes on individuals.
- Members agreed to the progressing of Mental Health service charging.

What we did well

- Undertook a positive systems thinking review of financial assessment resulting in improved service.
- Gaining agreement from Members to the progressing of Mental Health service charging.

What we didn't do so well

- Gain consensus to progress other charging proposals.

What we will do in 2013 onwards

- Introduction Mental Health services charging.

What we said we would do

Sub-Priority 7.6 Modernise the warden service	Outcome 1. Provide services based in the local community in accordance with individual needs	Amber (Progress)	Green (Outcome)

	2. Extend services to Flintshire residents living in their own homes		

What we did
- Work is progressing ahead of schedule with modernisation and expansion of the warden service.
- All nine community based hub offices have been set up. In each locality, a small team of between four to six staff are based and are providing support to sheltered and general needs housing tenants.
- Services provided are aligned to individual needs meaning enhanced service to some tenants.
- Extended the service beyond sheltered housing schemes.
- Completed and evaluated a six-month pilot.

What we did well
- All 9 community based hub offices have been set up. In each locality, a small team of between four to six staff are based and are providing support to sheltered and general needs housing tenants.
- 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.

What we didn't do so well
- The implementation of the new IT System to provide monitoring and reporting of outcomes has been deferred to 2013/14 and is being considered along with requirements for new systems across Community Support Services.
- Expansion into general needs properties has been slower than expected.

What we will do in 2013 onwards
- Development of a system to reduce administration tasks and support the new performance and outcomes framework that has been implemented.
- The modernisation of the service has created the foundation for expanding coverage to a wider client base in general needs and the private sector, which will be a priority for 2013 onwards.

What we said we would do

Sub-Priority 7.7 To introduce locality working with Betsi Cadwaldr University Health Board (BCUHB) in support of enhanced primary health care services and prevention of ill health	**Outcome** 1. A more consistent, coordinated local service for service users in primary health in the 3 county localities 2. Prevention of ill health is progressed across the 3 county localities	**Green (Progress)**	**Amber (Outcome)**

What we did
- Established the Strategic Partnership Group, the Locality Strategic Group and three Locality Leadership Teams with agreed terms of reference. Staff have been appointed to roles in this new structure (Locality Leadership Teams) and are now in a position to work with their health partners across localities.
- Health Social Care and Wellbeing Strategy (HSCWB) priorities have been included

within Locality Action Plans.
- Coordinated member views and responded to the consultation 'Health Care in North Wales is Changing' Review on Community Health Services.
- Carried out significant work with BCUHB in 2012 to ensure that we link service planning and delivery of health and social care services at a local level.
- Gained approval for the business case for Enhanced Care Service (ECS).
- Developed three locality teams for Social Work and Occupational Therapy to align with Health locality boundaries.

What we did well
- Established a Strategic Partnership Group as a mechanism for effective communication and agreement of local priorities.
- Carried out significant work with BCUHB in 2012 to ensure that we link service planning and delivery of health and social care services at a local level.

What we didn't do so well
- Despite all best efforts and support, the impact of the major Health Care change programme in North Wales has undermined community confidence in current and future Health Care changes.
- Pace of introduction of new models e.g. Home Enhanced Care Services (HECS).

What we will do in 2013 onwards
- Integrate community based health and social care teams within localities.
- Ensure that effective services to support carers are in place as part of the integrated social and health services.
- Ensure the HSCWB Strategy priorities are progressed through localities.
- Support the introduction of Home Enhanced Care Service in the North West Locality by summer 2013 and in North East and South Localities by late 2013.

What we said we would do

Sub-Priority 7.8 Complete the Inclusion Service Review and implement new arrangements to support children with Additional Learning Needs	Outcome 1. New model agreed with timelines identified for implementation 2. More young people appropriately educated in their home area	Green (Progress)	Green (Outcome)

What we did
- Phase 1 of the Inclusion Service Review has been completed and the Phase II outline plan with delivery timescales has been developed.
- Consultation has begun with a range of stakeholders to determine future need and options for the way services are to be delivered.
- Development of regional partnerships to support young people being appropriately educated in their home area.

What we did well
- Identified 3 areas of collaboration, 1 of which is now in place and the remaining 2 are near completion.
- Engaged with schools to develop options for future service delivery.

- Established pilots for 3 possible service delivery models which will help determine the final selection.

What we didn't do so well
- Delay which has resulted in the original timeframe for the project not being achieved.

What we will do in 2013 onwards
- Identify and consult on the model for service delivery by April 2014.
- Develop an implementation plan to support both service users and service providers by July 2014.

What we said we would do

Sub-Priority 7.9 Implement the 2011-14 Children and Young People's Plan including 'roll out' of Common Assessment and Integrated Family Support Teams	Outcome 1. Meet WG Families First four National Outcomes and Flintshire's seven local action priorities	Amber (Progress)	Green (Outcome)

What we did
- Full Families First commissioning completed within timescale and all seven strategic projects are now operational.
- Collaborations of projects developed to provide seamless services for all stakeholders.
- Outcome focused evaluation framework developed.
- All Families First strategic projects are working with Team Around the Family (TAF) t to offer seamless support to vulnerable families.
- Recruitment of a Welsh Speaking Officer to launch a bilingual service with effect from March 2013.
- Recruitment of a modern apprentice to support TAF team and CYPP team and engage young people in participation areas.

What we did well
- The TAF element of the Integrated Family Support Team supported 148 families since it was set up.
- 227 employees trained for referral to services training.
- The refresh of the Families First plan for 2011-2017 was updated and our first official Welsh Government monitoring visit received very positive feedback.

What we didn't do so well
- Children and Young People's Partnership consistent outcomes are dependent upon full supportive contributions from all partners with more to do be done with partners.

What we will do in 2013 onwards
- Continue to develop the outcomes and monitor the impact of the actions.
- Re-commission in 2014 when Welsh Government funding is agreed and confirmed.

| 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 |
|---|---|---|

What we said we would do

| Sub-Priority 8.1
Lead the Deeside Housing Renewal Area programme | Outcomes to be achieved
1. Improved condition of housing stock
2. Improved energy efficiency of housing stock | Green (Progress) | Green (Outcome) |
|---|---|---|---|

What we did
- Phase 2 of the Group Repair programme resulted in 176 eligible properties being repaired. A further 90 properties were surveyed to assess eligibility for inclusion in future phases.
- 122 homes in the renewal area received 154 energy efficiency measures including:
  - 80 external wall insulations,
  - 55 heating systems,
  - 10 lofts insulated,
  - 9 solar thermal heating systems
  - overall annual fuel bill reduction for residents is estimated to be £57k.

  Between 80 and 100 volunteer hours per month contributed to environmental improvement projects for six months. .

What we did well
- The energy efficiency retrofit programme progressed well with high levels of customer satisfaction.
- Additional monies were secured through the Welsh Government ARBED programme removing the need for most householders to contribute to the cost of this work. Flintshire secured 28% of the national of the national ARBED budget in 2012/13.
- A number of high profile environmental improvements were completed, including a new multi-use games area and new parking bays.

What we didn't do so well
- Following the mutual decision to end the previous group repair contract, we have not appointed a new contractor within the anticipated timescale.
- Communication with residents between the end of the Community Energy Saving Programme (CESP) in December 2012 and the start of the Energy Company Obligation in April 2014. This gap in funding led to some confusion and anxiety and a communication strategy has now been developed for future energy projects.

What we will do in 2013 onward
- Work is progressing on this 10 year programme and contributes to the Council's Improvement Plan for 2012/17 under the impact: Improving the choice and quality of local housing.
- 88 external wall insulations and 26 heating systems will be delivered in 2012/13.
- The next phase of the Group Repair Scheme, which includes 30 owner occupied properties will be completed in 2013/14, with further properties to be completed on

a rolling programme between 2014/17.

- A minimum of 4 long term vacant properties will be returned to use in the renewal area, providing at least 7 units of accommodation in Deeside.

What we said we would do

Sub-Priority 8.2 Further improve the Council's housing management and housing repairs service	Outcomes to be achieved 1. Housing landlord services performing to high industry standards 2. Stores externalised to meet operational service and efficiency targets	Amber (Progress)	Green (Outcome)

What we did

- Improvement in the collection of rent and a reduction in rent arrears.
- Exceeded target in reducing income loss from our void (empty) properties
- Improved void turnaround times from the previous year, (48.47 days compared to 51.59 days for 2011/12).
- Delivered £25k of environmental improvements through external funding (Tidy Towns).
- Improved repairs and maintenance performance in the later part of the year. The average time taken to complete repairs during the year:
  - emergency repairs 0.51 days (target 0.5 days)
  - urgent repairs 8.77 days (target 8.5 days)
  - non-urgent repairs 43.58 days (target 35 days) – in quarter 1 of 2012-13 performance was at 82 days and by quarter 4 the target of 35 days had been achieved.
- Reduction in 'stores' spend of circa £140k with an additional 2000 repairs being completed compared to the previous financial year.
- Introduction of:
  - extended hours service providing customers with the option of having a repair completed up until 6pm.
  - in-house disabled adaptations team.
  - new contact centre for Housing Asset Management.
- Developed a new policy to tackle anti-social behaviour within neighbourhood housing for implementation throughout 2013.

What we did well

- More proactive focus on performance improvement by introduction of new senior management team.
- Significantly improved performance.
- Delivered a number of fundamental change projects including the introduction of a new Schedule of Rates for repairs and maintenance.
- Out-performed delivery targets on Capital Works Programmes.

What we didn't do so well

- The service did not meet its targets for repair times and rent arrears but did improve its performance on the previous year.

What we will do in 2013 onward

- The Council agreed a business plan to achieve Wales Housing Quality Standard (WHQS) by 2020 with Welsh Government.

- Deliver the capital programme ensuring value for money.
- Develop a Housing Asset Management Strategy by January 2014.
- Continued implementation of the new structure along with projects and initiatives aimed at improving performance and customer service.
- Implement a new IT System for the improved management of anti-social behaviour within neighbourhood housing.
- Improve access to services for customers through improved call handling and create efficiencies through sharing resources between teams.

What we said we would do

Sub-Priority 8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority	Outcome to be achieved 1. Net increase in affordable housing units for local people	Amber (Progress)	Amber (Outcome)

What we did
- 71 new homes were provided including 18 homes at Treuddyn as part of a mixed tenure development. In addition, 42 homes were provided across Buckley, Mold, Kinnerton, Northop Park, Penyffordd and Drury through the Flintshire shared equity model.
- Housing Strategy adopted by the Council January 2013.
- Affordable housing toolkit prepared and available for use by applicants.
- Second annual Homebuyers Fair held in September 2012.

What we did well
- Promotion of the shared equity model.
- Secured gifted units on new build developments where 30% affordable provision was not required or appropriate.

What we didn't do so well
- The target for affordable housing was not met in 2012/13, but we improved on last year's position.

What we will do in 2013 onward
- Aim to deliver an ambitious target of 128 new homes during 2013/14.
- Agree a new model of private finance to deliver an increased number of affordable homes.
- Develop a regional housing register and common allocation policy with partners.

What we said we would do

Sub-Priority 8.4 Extend the range of options in private sector housing	Outcome 1. Greater range of housing options to meet the needs of local people	Amber (Progress)	Green (Outcome)

What we did
- Provided a £100k loan to Cymdeithas Tai Clwyd to progress the First Time Buyer Deposit loan scheme.
- Introduced property appreciation and interest bearing loans for home repairs and improvement, which will allow the Council to recycle capital monies and help sustain the service should the budget diminish.

- Successfully claimed £540,000 to provide loans for 23 units of accommodation across the county through the Welsh Government Houses into Homes Scheme.
- Loans for repair and improvements were issued to 71 homeowners, at a total value of £397,194.
- Disabled adaptations were provided to 404 households, at a cost of £1.8m, promoting independence.

What we did well
- Exceeded our target of returning 17 homes back into use by achieving 33. This equates to 5.96% of the properties thought to be empty on 1 April 2012.
- Capitalised on new funding streams to secure an additional £1.3m for the capital programme, resulting in a total of £5.1m being expended on repairs, improvements and adaptions to private sector housing.

What we didn't do so well
- Not yet capitalised on the potential of the private rented sector to provide a greater range of housing options.

What we will do in 2013 onward
- Approval of a strategy to grow and sustain the private rented sector by the end of 2013.
- Bring a minimum of 30 empty homes back into use for residential living.

What we said we would do

Sub-Priority 8.5 Develop a regional housing register and common allocations policy	Outcome 1. Increase in accessible public sector housing for local people	Amber (Progress)	Green (Outcome)

What we did
- Project progressing; currently involves Flintshire, Denbighshire and Conwy councils in addition to the following Registered Social Landlords (RSLs): Tai Clwyd; Pennaf, Wales and West Housing Association, North Wales Housing and Cartrefi Conwy.
- Public consultation undertaken on proposals for the creation of a housing register and common allocation policy.
- Secured agreement from all partners on a draft Common Policy.
- Provided costings for existing services to inform a business case for the new approach.
- Piloting a central housing register team. This provides a central point for applications and queries about access to social housing.

What we did well
- Successful public consultation with positive feedback.
- Successfully getting agreement from a range of Local Authority and RSL partners on the draft policy.

What we didn't do so well
- Progress around IT requirements has been slow.
- Impact assessments have been limited due to the complexity of reporting.

What we will do in 2013 onward

- Map all the processes and develop a clear specification for IT requirements.
- Seek Cabinet approval to adopt the Regional Policy (November).
- Pilot some areas that do not require the IT to be in place in order to progress a gradual move over to the single access route approach.

What we said we would do

Sub-Priority 8.6 Implement Section 106 Funding Policy	Outcome 1. Section 106 policy adopted to deliver local affordable housing 2. Funding streams from Section 106 agreements maximised to meet local need	Amber (Progress)	Amber (Outcome)

What we did
- Adopted the recommendations of the Section 106 audit report.
- Consulted on the Education Funding Local Planning Guidance Note (LPG) and reported back to Planning Protocol Working Group. The LPG will be one of a series to support the implementation of the Unitary Development Plan (UDP).
- Progressed work undertaken at a regional level to establish the move to the Community Infrastructure Levy (CIL) which will eventually replace Section 106s in Wales.

What we did well
- Established monitoring of existing Section 106 Agreements on a geographical basis.
- Revised and clarified processes relating to Section 106 Agreements.

What we didn't do so well
- The LPG on affordable housing was de-prioritised following considerable concerns being expressed regarding the education contributions LPG.

What we will do in 2013 onward
- Appointment of a CIL Officer post for North Wales to identify a consistent move from Section 106s to CIL across the region.
- Adopt the LPG on affordable housing.
- Adopt the update of LPG22, the overarching LPG on developer contributions through Section Agreements.

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

What we said we would do

Sub-Priority 9.1 Implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme	Outcomes to be achieved 1. All local schools have less than 25% surplus places 2. Improved learning and working environments in prioritised schools 3. Improved learning opportunities and outcomes for children and young people in prioritised schools	Amber (Progress)	Amber (Outcome)

What we did

- School modernisation strategy in place.
- Completed consultations for the three area reviews (Buckley/ Queensferry/Connah's Quay and Holywell). Statutory notices published and responses sent to objectors. Ministerial determination of proposals awaited.
- Developed the specification and design of the proposed new schools at Holywell and Queensferry as well as the Post-16 'Hub' at Connah's Quay which is being developed in partnership with Deeside College.
- Developed draft governance arrangements for the post-16 Hub and Memorandum of Understanding between the Authority and Coleg Cambria.
- Infant and Junior schools in Hawarden and Penyffordd successfully amalgamated, new Primary School in Connah's Quay officially opened and closure of a small primary school.

What we did well

- Secured a major investment of £64.2m in the Deeside and Holywell areas which will help to reduce the overall backlogs of repair and maintenance.
- Completion of new school project in Connah's Quay and started construction of new school in Shotton.
- Planning for new Welsh medium provision in Shotton.
- Submitted Outline Business Case for the post-16 transformation and new schools in Holywell.

What we didn't do so well

- Significant backlogs of repair and maintenance still exist and will be a feature for the foreseeable future. Future rationalisation will also need to be used in order to further reduce backlogs.

What we will do in 2013 onwards

- School Rationalisation:
  o Develop a 3-16 facility at John Summers High School with a Post-16 Centre at Connah's Quay High School.
  o Build a new high school for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron.
  o Retain 11-16 provision at Elfed High School. Rationalise to 600 places. Use

> surplus accommodation to accommodate Additional Learning Needs provision and other education, leisure and cultural uses.
>   o Develop new Welsh medium provision to increase the number of children accessing Welsh medium education.

What we said we would do

Sub-Priority 9.2 Improve learningerer outcomes in Flintshire schools	Outcomes to be achieved 1. No schools in the category of concern for Estyn (as the regulator) 2. Flintshire's performance at core subject indicators above benchmark at all key stages 3. Attendance at 93.6% value in primary and secondary schools	Amber (Progress)	Green (Outcome)

What we did
- School Improvement Strategy in place, replacing individual Primary and secondary improvement strategies to achieve greater co-ordination.
- Approved a full business case for regional school improvement delivery.
- Improved attendance levels for primary and secondary schools.
- Improved performance at all key stages for core subject indicators.

What we did well
- Flintshire is above the Free School Meals (FSM) benchmark performance in almost all indicators at Key Stages 3 and 4.
- Two primary schools were in Estyn Categories of concern during 2012/13. Recommendations have been rapidly met in the school in Special Measures. As of July 2013 no Flintshire schools are in an Estyn category for concern.
- An Estyn monitoring visit revealed the authority had made good progress and was removed from Estyn's monitoring category. No new formal recommendations were made.
- Flintshire's performance improved for the core subject indicators at all key stages and for Key Stage 4 this increased from 57.3% to 57.6%, raking us 2nd in Wales.
- Attendance in primary schools was 94.6% and 93% for secondary schools, exceeding our local target for primary.
- **According to the National Survey for Wales (2012/13), Flintshire's residents scored our education services as 4th highest in Wales, achieving (on a scale of 0 – 10) 6.7 points. The Welsh average was 6.4.**

What we didn't do so well
- Flintshire's performance in the core subject indicators at Key Stage 2 and 3 improved but not to the same level achieved across Wales, raking us 16th and 7th in Wales respectively.

What we will do in 2013 onwards
- Make a difference through our School Improvement Strategy by:
  o Raising standards by improving skills in literacy and numeracy;
  o Raising education attainment by reducing the impact of poverty and disadvantage;
  o Raising standards by sharing best teaching practice and resources across schools and the region;
  o Raising standards through the effective use of new technologies;

Sub-Priority 9.3 Complete reviews of the school funding formula and delegation of funding	Outcome to be achieved 1. New funding formula accepted as transparent, affordable, equitable and sustainable 2. New funding formula implemented post-consultation	Amber (Progress)	Green (Outcome)

What we did
- Completed detailed work to review the funding formula.
- Consulted with Primary and Secondary phase schools about proposed changes.
- Presentations to Headteachers and Elected Members of the Council.

What we did well
- Completed a detailed review with recommendations in conjunction with school representation.
- Undertook detailed consultations with stakeholders.

What we didn't do so well
- Pace of work slower than anticipated.

What we will do in 2013 onwards
- Implementation of the new funding formula will be for the academic year 2014/15.
- Monitor the impact of the changes.

What we said we would do

Sub-Priority 9.4 Review the range of services offered to schools and issue a revised partnership agreement and compendium of Service Level Agreements	Outcome 1. Regional School Improvement Service and strategy implemented and performing to standards set (service and financial) 2. Revised Partnership Agreements and compendium issued and operable	Amber (Progress)	Green (Outcome)

What we did
- Consultation completed on Regional School Effectiveness and Improvement Service.
- Full Business Case completed and approved on the Regional School Effectiveness and Improvement Services (GwE).
- Regional User Group established for monitoring of service provision from GwE.
- School/Local Authority partnership agreement has been updated to take account of partnership working with GwE. This has been presented for approval to seek consultation with schools.

What we did well
- Flintshire School Improvement Service maintained the levels of its service during the

transition to GwE.

- Flintshire School Improvement Service worked effectively with emerging regional service (GwE) to share expertise and data.
- Development of the School Improvement Strategy replacing individual Primary and Secondary Improvement Stragies.
- An Estyn monitoring visit revealed the authority had made good progress and was removed from Estyn's monitoring category. No new formal recommendations were made.
- Successfully supported schools that were in Estyn categories of concern to come out of them.

What we didn't do so well
- Limited clarity on the level of service delivery expected from GwE. Vacancies in the regional services existed on the date it became operational.
- Work commenced on the development of the moodle site in readiness for the new service compendium but launch date agreed as 1st September 2013.
- Complete the consultation on the Partnership Agreements.

What we will do in 2013 onwards
- The service compendium will be developed as a resource in a new Local Authority moodle site during 2013/14.
- Partnership Agreements to be finalised and issued to schools.
- Continue to strengthen partnership working with GwE, increasing clarity of level of service schools can expect.

9.5 Deleted (locally superseded by 9.2)

What we said we would do

Sub-Priority 9.6 Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme	Outcome 1. Improved and modernised leisure offer with net increases in income and participation levels 2. 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 3. 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	Amber (Progress)	Green (Outcome)

What we did
- Renewal of Deeside Leisure Centre and Flint Pavilion complete (January 2012 and July 2012 respectively).
- Improved income levels from £1.36m for 2011/12 to £1.55m for 2012/13.
- Participation levels for the new facilities

- Indoor Bowls = 18,550 from July 2012
- Ten Pin Bowling = 13,551 from July 2012
- Fitness Suite = 47,546 (including fitness classes) from January 2012
- Soft Play = 16,668 from July 2012
- Consolidated the administrative function.

What we did well
- Increased participation levels by 14.02% on the previous year.
- The new facilities introduced were delivered within budget and on time.

What we didn't do so well
- Grow income in the new facilities to the ambitious target level in the business plan.
- Implementing the Contact Centre in the newly consolidated administrative function.

What we will do in 2013 onwards
- Implement integrated telephony and call centre software to improve customer service.
- Revise the business plan for the new facilities and seek budget re-alignment in line with the revision.

What we said we would do

Sub-Priority 9.7 Implement the priorities of the Libraries, Arts and Play Strategies	Outcome LIBRARIES: 1. Service plan priorities and performance indicators met 2. Rates of new users increased 3. Contribute to and implement agreements from the pilot project in North Wales and Powys for collaboration ARTS: 1. To increase participation in local cultural programmes PLAY: 1. To improve the range and quality of local children's play area provision 2. Increase play opportunities for children and participation rates	Amber (Progress)	Green (Outcome)

What we did
LIBRARIES
- 718 adult learner sessions delivered in libraries.
- Assisted 8526 people to get online through Race Online campaign.
- 3697 children took part in the Summer Reading Challenge.
- Increased library membership from 60,197 to 64,448 and increased virtual library visits by (87%)

ARTS
- Delivery of various arts projects in schools including 37 schools taking part in Dancefest; 20+ events over 2 weeks in March and artists in residence throughout the

year.
- Helfa Gelf (annual regional visual arts and crafts event), participation of 35 artists and craft makers in 17 studios across Flintshire.

PLAY
- Provision of £126,500 match-funding for play area improvement.
- 32,785 visits for the summer play scheme were recorded during the five-week summer programme.
- The Flintshire Buddy scheme provided services for 67 disabled children to play out within their own local community by providing one to one support, where necessary, to attend the summer play scheme.

What we did well
LIBRARIES
- Increased the number of virtual library visits by over 87%
- Increased library membership by 7%.
- Increased the numbers of children who took part in the Summer Reading Challenge by 4.7%.

ARTS
- Helfa Gelf – participating artists sold £11,600 worth of artwork and an average 125 people visited each studio.
- Dancefest – 38 schools and 2 community groups participated, a total of 3,212 children. There was also an audience of 1,600.
- Fourteen artist residencies in schools with 4,014 children participating.

PLAY
- Summer play scheme attendance exceeded 30,000 for the first time ever, attendance increased by 17.91% on the previous year. The partnership working with local town and community councils for the match funding of the scheme was fundamental to its success.
- Eighteen play areas were improved.

What we didn't do so well
LIBRARIES
- Lack of progress toward the development of a regional libraries IT system due to a delay in determining the lead procurement agency.
- Number of visits to libraries continues to fall.

PLAY
- Forward planning for changes to grant funding arrangements for the summer play scheme in summer 2013 should have started earlier during 2012/13. However timescales did not give sufficient time to engage in meaningful discussion with our well established and valued partners for play.

What we will do in 2013 onwards
- Libraries - Increase virtual transactions by 5%.
- Arts - Lead on planning and implementation of Corporate Events Strategy.
- Play - Implement revised policy on prioritisation of play areas for refurbishment.

What we said we would do

Sub-Priority 9.8 Implement the Youth Strategy	Outcome 1. Increase the number of youth work sessions 2. To make the service more viable through a reduction in resources committed to youth provision buildings	Amber (Progress)	Amber (Outcome)

What we did
- Gained approval for a new strategy with a revised staffing structure to reduce management and increase front line staffing.
- Carried out consultations with staff on the new proposals.
- Completed an audit of youth assets with a view to rationalising.

What we did well
- Drafting of the new strategy to review the staffing structure.
- Successful round of consultations.
- Drafted job descriptions for the combination of Youth/Community and Children and Young People services.

What we didn't do so well
- Engage the workforce at an early stage in the review.
- Succeed in gaining additional funding to carry out capital works on some buildings.
- Increase hire charges to cover costs incurred.
- Slow pace in the restructure project and the appointment of a new service manager.

What we will do in 2013 onwards
- Use a Community Asset Transfer wherever possible so that liabilities for the upkeep of buildings can be taken on by local management committees who have access to external funding streams that are not available to the Council.
- Establish the new staffing structure with the service managed by a new Children and Young People's Service Manager.

What we said we would do

Sub-Priority 9.9 Facilitate support and provide a range of community events from high profile international events to locally organised community events	Outcome 1. Improving our capacity to deliver and support high quality festivals and events of all scales 2. Improving the infrastructure for successful events, both physical (for temporary and regular events) and support (coordination, cooperation, marketing and management, regulatory advice) 3. Developing a more consistent way of supporting / promoting community events 4. Working with partners to maximise sustainability and economic growth from festivals and	Amber (Progress)	Amber (Outcome)

events		

What we did
- Developed a mapping tool in order to audit existing activity, funding and support arrangements for community events.
- Preparation of a draft Community Events Strategy.

What we did well
- Supported prime events such as the Mold Food Festival.

What we didn't do so well
- Opportunities to support and encourage community events were not maximised.

What we will do in 2013 onwards
- Seek endorsement of the Community Events Strategy (2014/2017).
- Implement the action plan arising from the Community Events Strategy.

Progress A	Outcome G	10 - To protect, plan and develop sustainable natural and built environments

What we said we would do

Sub-Priority 10.1 Develop a single integrated operational depot	Outcomes to be achieved 1. Achieve planning consent for single integrated depot 2. Depot opened and operating to performance and efficiency targets 3. Area teams appointed with flexible roles to achieve service standards set	Green (Progress)	Green (Outcome)

What we did
- Remodelled the Alltami office so that all Streetscene employees are in a single location.
- All operational employees now based at the Alltami and Halkyn depots as an interim arrangement until a single depot can become operational.
- Achieved planning consent for the Single depot remodelling scheme.
- Tendered and commenced construction work on the depot remodelling.

What we did well
- Achieved interim depot location changes without impact to service delivery.
- Management of the impact of severe weather conditions from partially operational sites.

What we didn't do so well
- Disruption caused by remodelling work to the office impacted on those staff who were required to work from site during the changes.

What we will do in 2013 onwards
- Complete construction work of the single depot.
- Full migration of staff to the new single depot.

What we said we would do

Sub-Priority 10.2 Develop and promote the new waste collection system for residual, food and recyclates	Outcomes to be achieved 1. Successful transition to managed weekly collection changes across the county 2. Waste sent to landfill minimised 3. Recyclate material collected increased, meeting Welsh Government targets	Green (Progress)	Green (Outcome)

What we did
- Completed a review of the waste collection service producing an Improvement Action Plan which was agreed and implemented.
- Piloted Saturday collection in some areas of the county.
- Interactive maps showing individual collection arrangements can now be viewed on the website.

What we did well

- Service efficiency savings achieved.
- Top in Wales for preparing municipal waste for reuse (almost 13%).
- Increased participation which led to improved recycling rates. 54.92% of municipal waste collected was prepared for reuse, recycling, composted or treated biologically in another way, ranking us 7th in Wales.
- Reduced missed collections and introduced an electronic reminder system for assisted collections.
- Reduced the percentage of waste sent to landfill by 6 percentage points compared with 2011/12.

What we didn't do so well

- The number of missed collections, particularly assisted collections, rose following implementation as the crews were adapting to their new routes.
- We were bottom in Wales in recycling collected municipal waste.
- **According to the National Survey for Wales (2012/13), over 60% of Flintshire residents surveyed agreed that their local area is free from litter and rubbish (ranking 11th in Wales).**

What we will do in 2013 onwards

- Improve participation in the service by targeting areas with low recycling rates.
- Improve recycling rates at our Household Recycling Centres.
- Maintain progress toward the next Welsh Government statutory target which is 58% for 2015/16.

What we said we would do

Sub-Priority 10.3 Manage energy consumption within Council buildings	Outcome to be achieved 1. Energy consumption reduced 2. Net increase in use of renewable technology 3. Reduction in carbon footprint	Green (Progress)	Green (Outcome)

What we did

- Extensive work has been undertaken on environmental control management and new system provision with renewable technologies utilised on a number of sites to support the overall strategy geared towards energy reduction.
- Ongoing Flintshire County Council 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: despite an increased usage energy consumption has reduced.
- The installation of automatic meter readings for all gas and most electricity supplies to all County Buildings completed.
- Display Energy Certificates (DEC) renewals are currently on-going for year to 31 March 2013 with new surveys to produce DEC's for 500 to 1000 sqm sized premises (the next tranche of buildings requiring this EU legislation) underway.

What we did well

- Achieved a 5.57% increase in carbon dioxide emissions from our buildings in real terms but corrected to allow for the cold weather conditions experienced and

therefore more accurate comparison we achieved a 2.66% reduction.

What we didn't do so well
- Followed up establishments with a re-education programme to ensure heating systems are not left on during extended holiday periods and closedowns.
- Anticipated the challenges relating to implementation of the new energy management system and its implementation and resultant delays.

What we will do in 2013 onwards
- 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.

What we said we would do

Sub-Priority 10.4 North Wales Residual Waste Treatment Project	**Outcome** 1. Welsh Government targets for recycling met 2. New regional residual waste facility opened and operating to target	**Amber (Progress)**	**Amber (Outcome)**

What we did
- Continued to develop the procurement process towards the conclusion of the competitive dialogue process with bidders leading to the final bidder being invited to submit a final tender inside 2013
- Project on track to complete autumn 2017.
- Successful audit of the governance arrangements for this complex project.

What we did well
- Overall project management during the planning and procurement stages
- Continuing to secure 'value for money' from the project by negotiation with the bidders during competitive dialogue,
- The public communications strategy
- Maintenance of positive relationships with partner organisations.
- The Internal Audit review of governance

What we didn't do so well
- The Internal Audit report made a number of minor recommendations to improve governance arrangements

What we will do in 2013 onwards
- Progress the procurement with the preferred bidder with each partner authority taking a decision by the end of 2013/14.
- Secure 'value for money' with the preferred bidder

What we said we would do

Sub-Priority 10.5 Regional Food Waste Treatment Facility	**Outcome** 1. Welsh Government targets for food waste collection / recycling met	**Amber (Progress)**	**Green (Outcome)**

	2. New sub-regional food waste facility opened and operating to target		

What we did
- Preferred bidder appointed October 2012.
- Planning consent for the new facility in Rhuallt was granted in November 2012 and construction started in March 2013.
- An interim contract was agreed with the successful bidder for the treatment of food waste at one of their existing facilities.

What we did well
- Successfully implemented interim contract arrangements for food waste treatment for the partnership.
- Maintenance of good partner relationships.
- Revised project milestones for the year were met.
- Final solution will be delivered within the budget allocated.

What we didn't do so well
- The original project timescales weren't achieved due to the original preferred bidder withdrawing from the process.

What we will do in 2013 onwards
- Open the new waste treatment facility and become operational by spring 2014.

What we said we would do

Sub-Priority 10.6 Further regeneration of rural areas in Flintshire	Outcome 1. Tourism offer improved and net increase in tourism rates 2. Diversification of businesses in rural areas 3. Local infrastructure improved	Green (Progress)	Green (Outcome)

What we did
- Funding secured from the Rural Development Plan (RDP) for Wales programme for a number of projects, to improve rural quality of life, services and facilities, as well as encouraging enterprise and tourism. Most projects are on track to spend their allocated funding.
- The number of visitors and spend levels remain static in Flintshire despite wider regional decline.
- At the end of March 2013 the Flintshire Enterprise Project had approved 35 bursaries with a total value of £86,811 which will lead to the creation of 35 new rural enterprises and a minimum of 35 new jobs.
- 25 new community facilities were improved by March 2013 through the Community Key Fund project.

What we did well
- All RDP projects are on track to successfully meet their targets.
- Destination Management Plan developed and adopted for Flintshire.

What we didn't do so well
- Reliance on the Welsh Government indicator framework hampers the measurement

of project outcomes.

What we will do in 2013 onwards
- Completion of projects funded by the RDP for Wales programme by the latter part of 2014.
- Complete the rural development schemes in Mold, Holywell and village areas.
- Implementation of Destination Management Plan.

Section 3

Equality

The council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. We are committed to embedding equality within our role as a service provider, commissioner, employer and community leader.

During 2012/13 we reviewed and updated our Diversity and Equality Policy and implemented our Strategic Equality Plan (SEP) 2012/16. The SEP sets out our equality objectives.

Our objectives are based on the following: -
- Health
- Education
- Employment
- Personal Safety
- Representation and Voice
- Access to information, services and environment

The Council's SEP details how the Council will meet its equality objectives and focus activity on tackling specific areas of inequality to improve outcomes for protected groups. The SEP will be reviewed / re-published by April 2016 or earlier if monitoring indicates that the equality objectives need to be revised. We have published our Annual Monitoring Report of the SEP for 2012/13 and we will be publishing a Workforce Information Report by March 2014.

Progress identified in our Annual Report shows that of the actions that were due to be completed by March 2013:
- 41 actions have been completed on time
- 21 actions are in progress
- 13 actions have not been started or are in the early stages of completion

Overall good progress is being made, achievements that have been identified during the first year of the SEP are set out in the annual monitoring report; they include: -

- Awarded "Most Improved Welsh Employer" by Stonewall Cymru in recognition of the progress being made to promote lesbian, gay and bisexual equality in the Workplace. Improving the workplace for lesbian, gay and bisexual employees improves the workplace for everyone, regardless of their background.

- The development of "Changing Places" facilities in two Leisure Centres improves accessibility for disabled people.

- Physical alterations were made to four secondary schools and four primary schools, including fire exits, science laboratory, toilets and external ramps to support disabled pupils access the full curriculum. In total: -
  - twelve out of 72 primary schools are now fully accessible
  - one out of 12 high schools is fully accessible
  - two of the six other schools/units including special schools are fully accessible

- All the remaining schools are partially accessible

- All of the Council's libraries (13) were audited for disability access; eight of these are now fully accessible. A plan is being developed to improve the accessibility of the remaining libraries.

- Interpretation and translation facilities continue to be used consistently; there were 115 requests for information in alternative formats, such as Braille and large Print, and 194 requests for information in different languages during 2012/13.

There remain areas for improvement. The purpose of the SEP is to reduce known inequalities for protected groups identified in the Equality Act. Capturing baseline data is critical to being able to measure improvements and to check whether specific inequalities have been reduced by 2016. As this is the first full year of reporting, baseline data is still being collated. The future 2013/14 annual report should be complete with data for analysis, benchmarking etc. and targets set for improvement.

Welsh Language Scheme (WLS)

The WLS Monitoring Report 2012/13 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. Of the actions due to be completed by March 2013:

- 15 have been completed on time
- 12 are in progress
- 13 have not been started or were in the early stages of completion

There are signs of improvement though: -
- In 2012/13, 93% of a sample of contracts complied with the WLS compared with 25% in 2010/11.

- Social Services for Adults are working towards "More Than Just Words", the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care which has been developed by the Welsh Government. The framework aims to strengthen Welsh language services. Implementing the framework will support Social Services for Adults to mainstream Welsh language provision and meet the requirements of the WLS.

- Continued investment has been made in the development of employees; supporting them to improve and enhance their Welsh language skills enabling them to provide public services through the medium of Welsh.

- An audit of the Welsh language skills of all employees is currently being undertaken. The aim is to ascertain the Welsh language skills levels of all employees by March 2014. This will help to prioritise and develop a workforce plan to ensure training is targeted to employees where Welsh language skills are essential to the post.

The Council received more complaints / comments in 2012/13 (14) compared to 2011/12 (9) about the WLS. However, the number and percentage of complaints dealt with in accordance with the corporate standards was higher in 2012/13, both in terms of type of response and overall. These complaints related to lack of bilingual communication or service provision and technical issues. These types of complaints should be reduced as staff awareness and understanding is developed through the provision of Welsh language skills training and Welsh language awareness training.

Although there has been some improvement, some of the actions from the WLS remain outstanding from 2009, when they were identified as improvement areas by the Welsh Language Board. Incorporating all actions within Service Plans should help accelerate progress.

Moving Forward

Although there has been progress in both the SEP and WLS, there has been inconsistent progress across Directorates. Focussing on the links between Equality, Welsh language and the Improvement Plan will contribute to integrating them within the Council's Business Planning processes and mainstream them into employment practice, service design and delivery. The relevant actions from both the SEP and WLS will be incorporated into Service Plans to ensure that they are implemented and monitored regularly. This will facilitate easier reporting for Directorates in the future and support new post holders in awareness of their responsibilities. Future service performance reports will provide progress reports on both the SEP and WLS.

Sustainable Development

The Council is required to produce an annual Sustainable Development and Climate Change report. The document provides details on the Council's environmental progress and insight into some of the key projects that are taking place regarding our environmental performance in relation to Environment Policy.

Flintshire County Council had the foresight to address greenhouse gas reductions before legislative requirements were imposed and to ensure that environmental and financial efficiencies are achieved. The Council were chosen to be part of a Wales wide Climate Change Adaptation pilot by Welsh Local Government Association, which is proving extremely useful in identifying the physical and financial implications of extreme weather events on our services. This work is instrumental in supporting long term planning and identifying how to adapt in order to reduce or minimise the effects of the ever increasing occurrence of extreme weather events. This work is being undertaken with partners as part of a Local Service Board project: Statement of Ambition: Priority 4: Organisational Environmental Practices.

Flintshire County Council has two fora to support and influence the necessary change to deliver sustainable development and carbon reduction issues. The purpose of these fora is to adopt more sustainable consumption patterns which are now increasingly important with the financial burdens faced by the public sector. Flintshire County Council recognises the important role it plays in this.

A Sustainable Future

Ensuring Flintshire County Council's actions contribute to an environment which is better, safer and greener in the future through continual environmental improvement, sustainable management and climate change understanding.

This will be achieved through: -
- Integrating environmental and sustainable management into our operations and business processes e.g. Green Dragon Environmental Standard
- The Sustainable Development and Climate Change report will be produced annually.

Partnership and Collaboration Activity

Strategic Partnerships
Collectively, the LSB and the 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. Some of the partnerships highlights for 2012/13 are detailed below.

Children and Young People's Partnership (CYPP)
- The Families First funding transition commissioning was completed and all local projects are fully functioning.
- Team Around the Family (TAF) is fully operational has supported 148 families, however referrals have increased beyond capacity.
- The Parenting Strategy Group has built on the excellent provision by developing a collaborative offer under the Families First commissioning programme. This work has been recognised by Welsh Government as good practise.
- Vulnerable families mapping work has been fully utilised to plan support for the most vulnerable families through the Flying Start and Families First programmes.
- Sure Start (Family Support) Provision, Parenting Provision and the Time for Change project are demonstrating positive outcomes for families.

Community Safety Partnership
- Cabinet approval of Domestic Abuse workplace policy for Flintshire County Council.
- Obtained formal approval of funding for the following grants: Community Safety Fund, Substance Misuse Action Plan Fund, Domestic Abuse Services Grant and the Safer Communities Fund funding for 2013/14.
- Commissioned a number of service user recovery programmes that will improve longer term and sustainable recovery from substance misuse.
- Awareness campaign to target older people misusing alcohol and a successful White Ribbon campaign targeting young people.
- Leading on the 'People are Safe' priority for the Local Service Board (LSB).
- Highly commended quality assurance from accredited body regarding the Flintshire Multi Agency Risk Assessment Conference.

Flintshire Housing Partnership
- Continued development of a co-ordinated response to Welfare Reforms. Work is progressing on ensuring a common approach to reducing under-occupation, management of arrears and debt management strategies.
- The Flintshire Local Housing Strategy "A Quality Home for Everyone" received Council approval on 29th January 2013.
- The Social Housing Grants (SHG) Programme is being maintained and will provide additional smaller homes targeted at meeting the needs of households affected by Housing Benefit changes driven by Welfare Reform.
- The common housing register (Single Access Routes to Housing) is underway and the consultation on the allocation policy and single register was favourable.

Health, Social Care and Well-being Partnership (HSCWB)
- Enhanced Care at Home began August 2013 in North West Flintshire with the aim of either preventing the need for admission into hospital or promoting an early discharge.

- A monitoring report on the 12 commissioned services for carers and young carers in evidenced a range of services that have given opportunities for carers to have greater knowledge and skills, giving them choices and the ability to influence change in their lives.
- Flintshire County Council have piloted a smoking cessation classes during the working day to support staff who smoke and wish to do so to quit.

Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB)
- The creation of the new North Wales SCB in January 2013 will provide enhanced integration and collaboration across North Wales to safeguard and promote the welfare of children.
- The Board have been working in collaboration with the University of East Anglia following their research into children on the child protection register with a view to disseminating the research across North Wales.
- Held a successful annual conference "The Effects of Parental Mental Health on Children and Young People".
- Following the proposals to reduce the number of LSCB's in Wales, as set out within the draft Social Services Bill (Wales) consultation, the Chairs, Vice Chairs and business managers of the three LSCB's in North Wales have met and wider meetings have been arranged to decide upon the future model.

Regeneration Partnership
- Welsh Government announced the new Deeside Enterprise Zone (DEZ) which 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.
- A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity.
- Welsh Government gave approval for the North East Wales Town Centre Regeneration project, led by Flintshire County Council, and covering Flintshire and Wrexham. The Building Enhancement Scheme offers grants to bring High Street properties back into active employment use.
- The Regeneration Partnership has been working closely with Communities First and the Local Service Board on the Employment, Education and Training (EET) agenda.

Voluntary Sector Compact
- Continuing to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- Transport and Access to Health Services – focus on regional & sub regional partnerships.

Youth Justice Board
- Flintshire Youth Justice Service (YSJ) has continued to develop prevention services which have resulted in a reduction to the number of first time entrants into the youth justice system.
- The numbers of young people attending court has seen a significant decrease.
- The YJS contacts all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

Collaboration

The North Wales region has a developing portfolio of collaborative projects. The majority of collaboration projects are more recent developments with their origin being regional choice or national policy direction; a minority of collaborations are legacies of local government re-organisation (1995-96).

The national policy expectations for collaboration were 'codified' by the National Compact which was co-signed by Welsh Government and Local Government in 2011. There are three implementation contracts or work programmes under the Compact: Education, Social Services and Other Services which are all well advanced.

Available as a related document is a summary of all principal collaboration projects within the region where Flintshire is a partner. The summary, in tabular form, shows for each collaboration - the service or function, the lead authority, the partners, the progress status of the project, the target date for implementation, the purpose and benefits of the collaboration and the governance model.

Regulation, Audit and Inspection

Each year the Auditor General for Wales must report on how well Welsh councils are planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates (e.g. Estyn for Education and the Care and Social Services Inspectorate – CSSIW), as well as work undertaken by the Wales Audit Office (WAO) on behalf of the Auditor General, the WAO published a report in May 2013.

Overall the Auditor General concluded that service performance remains good in many areas but that the Council's Improvement Plans and performance reports were not as clear and outcome focused as they could be.

It was found that the Council was making good progress in delivering improvements in several of its service-based improvement priority areas, for example: -
- good progress has been made in reducing carbon emissions;
- the Council is collecting a wider range of domestic waste;
- good progress was being made in planned activities for growing the local economy and supporting people who are vulnerable to poverty;
- the Council is making steady improvements in the priority of meeting housing need despite the challenges faced.

"Performance information indicates that the performance of individual services is often good and continues to improve".

In the evaluation of the Council's performance reporting arrangements the Auditor General concluded that the Annual Performance Report 2011/12 met the requirements of the Local Government (Wales) Measure (2009) but that too little use was made of data and other supporting information to provide a balanced narrative evaluation of the Council's work in delivering its Improvement Objectives. Further it was concluded that social services and education had produced mature service specific analyses of their performance but that the Council was not able to fully identify and report the impact of its activities towards achieving its Improvement Objectives.

CSSIW undertook a review of the quality of the Council's services for children and families. It published a very positive assessment reflecting strong leadership and improvement outcomes.

Estyn undertook a monitoring visit in February 2013 which judged that the "local authority has made good progress towards addressing the recommendations" highlighted in a previous inspection report. As a result the Council has been removed from the follow-up category of Estyn Monitoring

Copies of reports of the relevant Welsh inspectorates are available as supporting documents on request or via the inspectorate's websites.

Corporate Health and Safety

The Council recognises and is committed to delivering its duties and responsibilities as an employer with regard to health and safety. We strive to fully meet the requirements of the Health and Safety at Work etc. Act 1974 and other associated legislation as far as is reasonably practicable to safeguard the health and safety of our employees and others who may be affected by the Authority's activities

In order to fulfil these criteria, we have an effective Health and Safety Management System (SMS) which includes a Corporate Health and Safety Policy, Standards, Forms, Example Risk Assessments to enable managers and employees understand their roles and responsibilities and guide them in managing health and safety effectively. The policy is reviewed and updated on annual basis and the SMS reviewed and amended to reflect any legislative/organisational changes.

The Corporate Health and Safety Steering (CHSSG) group facilitate and monitor the strategic development and progress of health and safety practice and this group meets quarterly. The group play a major part in identifying risk management priorities and demonstrates leadership in respect of health and safety strategy delivery for the Council. During 2012/2013 the priorities set by the group were for each Directorate to: -

- Review and update health and safety action plans across all Services
- Provide detailed analysis of accident/incident and near miss statistics across all services
- Claims data

This was achieved by each Directorate presenting to the group on quarterly basis. The health and safety action plans were developed to provide a common format across the Council in order that Directorates could identify significant risks and set timescales on a red/amber/green status for identified areas of improvement.

In addition to this, each of the Directorates health and safety committees met regularly during 2012/2013 to identify operational health and safety issues, improvements, examples of best practice, review accident/incident/near miss reporting and monitor systems.

The council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under Reporting of Injuries and Diseases and Dangerous Occurrences Regulations to the HSE are investigated. All statistical data is gathered by the relevant Health and Safety Advisors and provided to the relevant services for detailed trend analysis.

During 2012/2013 a programme of audits/inspections was carried out by the Corporate Health and Safety team across the whole authority and a comprehensive programme of training carried out by the team including health and safety induction training, fire safety, lone working awareness and risk assessment training etc. The internal Corporate Health and Safety Infonet site was also updated during 2012, providing a modern looking and user-friendly site for the valuable information required to manage health and safety across the services.

With the co-operation of all managers, employees and other stakeholders the Council will continue to develop a positive health and safety culture that is committed to continual improvement, as a modern employer and to meet changes in legislation and public expectation.

Appendices <mark>(hyperlinks)</mark>

Appendix A: Improvement Target and Improvement Success Measures Data Table

Appendix B: NSI and PAMs Data Table

Appendix C: Regional Collaboration Projects

Appendix D: Glossary

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained by contacting us or through our website.
- Community Strategy 2009 – 2019
- Flintshire County Council Improvement Plan 2013/14
- Improvement Assessment Letter from the Auditor General for Wales
- Annual Improvement Report (2012/13) from the Auditor General for Wales
- Strategic Assessment of Risks and Challenges 2012/13
- National Performance Bulletin 2012/13
- Flintshire Social Services Annual Performance Report – July 2013
- Welsh Language Scheme Monitoring Report 2012/13
- Annual Equality Report 2012/13
- Annual Overview and Scrutiny Report 2012/13

Thank you for reading our Annual Performance Report 2012/13.

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 701457
Email: policy.and.performance.team@flintshire.gov.uk

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Schedule of Improvement Target and Improvement Success Measure Performance Data 2012-13

Key:

R	Downturn - performance for 2012/13 has downturned significantly compared with the previous year.
A	Marginal Decline - performance for 2012/13 has marginally declined on that of 2011/12
G	Improved - performance for 2012/13 is better than that achieved for 2011/12
IT	Improvement Target
ISM	Improvement Success Measure

Ref:	IT or ISM	Direction of Positive Perfor-mance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
HUMAN RESOURCES										
Improvement Priority 3 **National Indicator** CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	IT	Lower	No. of working days/shifts per FTE	10.36	10.54	**11.03**	**R**	9.8	10.6	12th out of 18 authorities
Local Indicator REM3L - FCC - The percentage of employees receiving an annual appraisal with Individual Development Plan	IT	Higher	%	Not reported	Not reported	**Community Services = 84%** **Corporate Services = 38%** **Environment = 70%** **Lifelong Learning = 66%**	**Not Applicable**	100	Not applicable	
CUSTOMER SERVICES										
Improvement Priority 4 **Local Indicator** CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	IT	Higher	%	68.54	76.00	**75.11**	**A**	80	Not applicable	

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
FINANCE										
Local Indicator DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	IT	Lower	Days	Not applicable	17.30	**16.47**	G	18	Not applicable	
Local Indicator DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	IT	Lower	Days	Not applicable	6.44	**6.78**	A	9	Not applicable	
National Indicator CFH 006 - The percentage of undisputed invoices which were paid in 30 days	IT	Higher	%	92.76	87.93	**85.80**	A	95	To be confirmed	
ASSETS & TRANSPORTATION										
Improvement Priority 1 & 6 & 10 **National Indicator** EEF_002ai - The percentage change in carbon dioxide emissions in the non domestic public building stock	IT & ISM	Higher	%	2.89 reduction	7.19 reduction	**5.57 increase (would have been 2.66% reduction if weather corrected)**	R	5	Not applicable	
Improvement Priority 10 **Local Indicator** IA3.1L1 - Increase average Standard Assessment Procedure rating in council housing stock	IT	Higher	SAP Rating	64.1	66.70	**70.96**	G	68	Not applicable	
Improvement Priority 5 & 6 **National Indicator** THS 007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	IT & ISM	Higher	%	73.24	76.25	**81.1**	G	78	85.1	15th

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
PLANNING										
National Indicator PLA 004a - The percentage of major planning applications determined during the year within 13 weeks	IT	Higher	%	32.76	29.31	**40.6**	G	39	32.5	8th
Improvement Priority 6 **National Indicator** PLA 004b - The percentage of minor planning applications determined during the year within 8 weeks	IT	Higher	%	57.46	53.15	**47.38**	R	65	60.5	20th
Improvement Priority 6 **National Indicator** PLA 005 - The percentage of enforcement cases resolved during the year within 12 weeks of receipt	IT	Higher	%	52.41	73.12	**63.33**	R	75	68.60%	13th out of 21 authorities
Improvement Priority 8 **National Indicator** PLA 006b - The percentage of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year *Indicator was qualified for all authorities by Welsh Government*	ISM	Higher	%	New indicator for 2011/12	28.57	**33.18**	G	25	39	13th
PUBLIC PROTECTION										
National Indicator 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	IT	Higher	%	68.79	84.83	**71.93**	R	70	59	7th
Improvement Priority 5 **National Indicator** PPN 009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	ISM	Higher	%	84.2	84.69	**83.64**	A	80	87.17	15th

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
National Indicator PSR 007c - Of the Houses in Multiple Occupation known to the local authority, the percentage that are subject to enforcement activity at 31st March	IT	Lower	%	0.00	0.00	**2.13**	A	0	No data	Not applicable
National Indicator PSR 008 - The percentage of high risk private sector dwellings improved to an acceptable level	IT	Higher	%	71.28	96.72	**77.78**	A	75	Not applicable due to ongoing development work	
HOUSING										
Improvement Priority 6 National Indicator HHA 013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	ISM	Higher	%	95.33	85.52	**83.41**	A	90	86.2	14th
Local Indicator HLS 006aL - 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	IT	Higher	%	95.63	95.51	**98.55**	G	97.5	Not applicable	
Improvement Priority 8 Local Indicator HLS 010cL - The average number of calendar days taken to complete non-urgent repairs	IT	Lower	Calendar Days	64.8	61.15	**43.58**	G	35	Not applicable	
Improvement Priority 8 Local Indicator HLS 013bL - 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	IT	Lower	%	Not applicable	2.32	**2.01**	G	2	Not applicable	

Ref:	IT or ISM	Direction of Positive Perfor-mance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
Improvement Priority 8 **Local Indicator** HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	IT	Lower	Calendar Days	101.47	69.01	**47.44**	**G**	42	Not applicable	
PRIVATE SECTOR RENEWAL										
Local Indicator PSR 006L - The average number of calendar days taken to deliver low cost adaptation works (under £500) in private dwellings where the disabled facilities grant is not used	IT	Lower	Calendar Days	Not applicable	40.79	**33.00**	**G**	43	Not applicable	
Improvement Priority 7 **National Indicator** PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	IT	Lower	Calendar Days	297.6	307.05	**Old Guidance 482** **Revised Guidance 374**	**R**	350	377	20th 12th
Improvement Priority 7 **National Indicator** PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	IT	Lower	Calendar Days	445.56	410.23	**Old Guidance 385** **Revised Guidance 283**	**G**	400	274	21st 13th
SOCIAL CARE FOR ADULTS										
Improvement Priority 5 **National Indicator** SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	IT	Higher	%	75.2	78.90	**72**	**A**	60	72	Joint 11th
National Indicator SCA 019 - The percentage of adult protection referrals completed where the risk has been managed	IT	Higher	%	83.47	88.72	**9896.00%**	**G**	86	92.85	4th

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
Improvement Priority 7 **Local Indicator** IA1.1L4 Number of adults receiving a personal budget for services via either a direct payment or citizen directed support	IT	Higher	No. of adults	135	177.00	**215.00**	G	170	Not applicable	
SOCIAL SERVICES FOR CHILDREN										
Improvement Priority 5 **National Indicator** SCC 004 - The percentage of children looked after on 31 March who have had three or more placements during the year	ISM	Lower	%	5.59	6.8	**8.16**	A	5	8.8	9th
Improvement Priority 5 **National Indicator** SCC 021 - The percentage of looked after children reviews carried out within statutory timescales during the year	IT	Higher	%	82.81	85.88	**91.34**	G	92	95.5	18th
Improvement Priority 5 **National Indicator** SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	IT & ISM	Higher	%	87.01	79.98	**94.22**	G	93	87.00	4th
Improvement Priority 5 **National Indicator** SCC 030a - The percentage of young carers known to Social Services who were assessed	IT	Higher	%	72.73	100.00	**82.86**	A	75	100	19th
Improvement Priority 5 **National Indicator** SCC 030b - The percentage of young carers known to Social Services who were provided with a service	IT	Higher	%	84.85	100.00	**82.86**	A	85	90.3	17th

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
National Indicator SCC 034 - The percentage of child protection reviews carried out within statutory timescales during the year	IT	Higher	%	94.4	98.28	**97.7**	A	97	97.8	12th
Improvement Priority 5 **National Indicator** SCC 045 - 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	ISM	Higher	%	80.55	88.92	**89.01**	G	N/A Management Information	89.8	13th out of 21 authorities
National Indicator SCY 001a - The percentage change in the average 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	IT	Higher	%	-1.04	16.50	**3.6**	R	8	3.6	Joint 9th out of 18 authorities

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
EDUCATION										
Local Indicator **Improvement Priority 9** EDU 002aiL - The number of all pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31st August who leave education, training or work based learning without an approved external qualification.	IT	Lower	No. of pupils	12	7.00	**3.00**	G	10	Not applicable	
Local Indicator **Improvement Priority 9** EDU 002aiiL - The number of all pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31st August who leave education, training or work based learning without an approved external qualification.	IT	Lower	No. of pupils	0.00	1.00	**0.00**	G	0	Not applicable	
Improvement Priority 9 **National Indicator** EDU 002i - The percentage of: All pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	IT	Lower	%	0.69	0.39	**0.17**	G	0.6	0.2	Joint 3rd
Improvement Priority 9 **National Indicator** EDU 002ii - The percentage of: Pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	IT	Lower	%	21.43	0.00	**0.00**	**Maintained Performance**	10	0.00	Joint 1st

Ref:	IT or ISM	Direction of Positive Perfor-mance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
Improvement Priority 9 National Indicator 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	IT	Lower	School days	32.00	2.00	**1.00**	G	3	1.00	10th/19
Improvement Priority 9 National Indicator EDU 011 - The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	IT	Higher	Point score	385.07	413.53	**509.03**	G	459	479.4	4th
Improvement Priority 9 National Indicator EDU 015b - The percentage of final statements of special education need issued within 26 weeks excluding exceptions	IT	Higher	%	100.00	100.00	**100.00**	**Maintained Performance**	100	100	Joint 1st
Improvement Priority 9 National Indicator SCC 002 - The percentage of children looked after at 31st 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	IT	Lower	%	17.36	9.52	**10.62**	A	6	14.6	7th
National Indicator 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	IT	Higher	%	0.00	62.50	**50.00**	A	25	48.08	10th

Ref:	IT or ISM	Direction of Positive Performance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
National Indicator 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	IT	Higher	%	25	18.75	**50.00**	**G**	40	29.81	4th
National Indicator SCC 037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	IT	Higher	Point score	77.67	103.46	**147**	**G**	186	223	21st
LIBRARIES										
Improvement Priority 9 National Indicator LCL 001b - The number of visits to Public libraries during the year, per 1,000 population	ISM	Higher	Visits	6252	5495.64	**5389.03**	**R**	5750	5430	12th
WASTE MANAGEMENT										
Improvement Priority 10 National Indicator WMT 004b - The percentage of municipal wastes sent to landfill	ISM	Lower	%	New indicator for 2012/13		**41.53**	**Not Applicable**	49.8	42.49	9th
Improvement Priority 10 National Indicator WMT 010i - The percentage of local authority collected municipal waste prepared for reuse	ISM	Higher	%	New indicator for 2012/13		**12.91**	**Not Applicable**	2	0.52	1st

Ref:	IT or ISM	Direction of Positive Perfor-mance	Unit of Measure	2010-11 Year End Outturn	2011-12 Year End Outturn	2012-13 Year End Outturn	Trend	2012/13 Target	Wales Median	Ranking
Improvement Priority 10 National Indicator WMT 010ii - The percentage of local authority collected municipal waste recycled	ISM	Higher	%	New indicator for 2012/13		**19.41**	**Not Applicable**	30	32.89	22nd
Improvement Priority 10 National Indicator WMT010iii - The percentage of local authority collected municipal waste collected as source segregated bio wastes and composted or treated biologically in another way	ISM	Higher	%	New indicator for 2012/13		**22.6**	**Not Applicable**	20	17.55	5th

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APPENDIX B: NSI and PAMs data table

Performance Indicator	NSI / PAM	Improve-ment Direction	2010/11 PI value	2011/12 PI value	2012-13 Wales	Lower quartile	Median	Upper quartile	Quartile	PI value	Rank
EDU/002i: The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	NSI & PAM	<	0.7	0.4	0.4	0.4	0.2	0.2	A	0.2	7
EDU/002ii: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI	<	21.4	0.0	5.7	6.2	0.0	0.0	G	0.0	1

Indicator		>									
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	NSI & PAM	>	78.3	80.8	82.8	80.9	83.6	85.4	A	81.3	16
EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	NSI	>	4.6	6.0	16.8	6.5	10.8	18.3	R	4.6	18
EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	NSI & PAM	>	385.1	413.5	468.3	434.8	479.4	502.5	G	509.0	4
EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	NSI	>	83.3	94.8	71.3	61.8	82.4	95.3	A	90.8	8
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	NSI	>	100.0	100.0	95.9	95.8	100.0	100.0	G	100.0	1

Indicator									RAG		
EDU/017: The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	NSI	>	-	-	50.7	46.5	51.6	54.9	G	59.6	2
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	PAM	>	69.3	73.8	72.7	69.1	73.5	76.6	A	76.0	7
EDU/016a: Percentage of pupil attendance in primary schools	PAM	>	93.8	93.9	93.9	93.4	94.0	94.6	A	94.5	7
EDU/016b: Percentage of pupil attendance in secondary schools	PAM	>	92.2	92.4	92.1	91.9	92.3	92.9	G	93.0	3
* SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	<	1.96	1.66	4.57	5.92	3.60	1.59	G	1.11	4

SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	>	77.35	61.36	77.53	57.41	70.63	96.51	A	66.69	14
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	<	18.99	18.40	20.63	22.75	20.65	18.73	G	15.90	2
SCA/0019: The percentage of adult protection referrals completed where the risk has been managed	NSI & PAM	>	83.47	88.72	91.84	90.15	92.85	97.76	G	98.96	4
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	>	-	92.67	86.16	84.16	86.04	88.24	G	88.44	5
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	PAM	>	82.7	84.1	80.9	77.0	81.7	84.3	G	91.8	4

Indicator	Type	Dir							RAG		
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	PAM	>	79.8	93.2	86.8	84.8	91.0	100.0	A	91.8	11
SCC/002: 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 to 31 March	NSI	<	17.4	9.5	13.7	16.2	14.6	10.3	A	10.6	7
SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	NSI & PAM	<	5.6	6.8	9.4	11.4	8.8	7.1	A	8.2	9
SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	NSI	>	40.8	50.2	37.5	30.3	39.1	50.4	A	33.8	15
SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	>	-	-	93.4	89.0	100.0	100.0	R	84.6	20

SCC/033e: 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	NSI	>	-	-	93.2	87.8	95.4	100.0	G	100.0	1
SCC/033f: 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	NSI	>	-	-	56.4	45.3	56.7	72.6	G	81.8	2
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	NSI	>	78	103	221	180	223	272	R	147	21
SCC:041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	>	98.4	100.0	89.5	95.5	98.4	100.0	G	100.0	1
SCC/001a: The percentage of first placements of looked after children during the year that began with a care plan in place	PAM	>	89.1	100.0	89.1	90.2	98.5	100.0	A	96.1	13

Indicator									RAG		
SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	>	77.9	77.6	75.4	71.6	76.8	85.6	A	74.2	13
SCC/045: 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	PAM	>	-	88.9	86.4	85.8	89.8	92.7	A	89.0	13
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	PAM	>	87.0	80.0	83.0	74.7	87.0	90.3	G	94.2	4
SCC/030a: The percentage of young carers known to Social Services who were assessed	PAM	>	72.7	100.0	92.3	88.9	100.0	100.0	R	82.9	19
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	NSI & PAM	>	95.3	85.5	62.6	55.1	86.2	91.9	A	83.4	14

PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI & PAM	<	436	404	271	330	287	237	R	Old Guidance 391 New Guidance 283	21 12
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	NSI	>	1.00	1.25	5.11	3.07	4.28	5.96	G	5.96	6
* PLA/006(b): The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	NSI	>	-	-	45	28	39	66	A	33	13
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI & PAM	<	-	-	41.03	46.46	42.49	38.92	A	41.53	9
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	NSI & PAM	>	-	-	52.26	49.62	52.98	55.15	A	54.92	7

STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	>	89.59	77.61	92.16	92.34	95.25	98.62	R	92.16	17
STS/005b: The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	PAM	>	91.9	96.5	95.8	93.8	96.4	97.9	R	76.0	22
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	>	-	76.2	84.8	79.5	85.1	88.4	A	81.1	15
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	PAM	<	-	8.6	13.4	11.5	9.5	8.0	G	5.4	1
PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM	>	84.20	84.69	86.63	83.57	87.17	89.55	A	83.64	15
LCL/001b: The number of visits to Public Libraries during the year, per 1,000 population	NSI	>	-	5,496	5,968	5,040	5,430	6,385	A	5,389	12

LCS/002(b): 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	NSI	>	-	-	8,864	7,167	7,899	10,059	G	10,141	6

Indicators SCA/001 and PLA/006b were qualified for all authories by Welsh Government

Collaborative Projects – Position Statement - May 2013

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/ Progress	Implementation or target date	Purpose	Governance Model
			IMPLEMENTED COLLABORATION PROJECTS				
COMMUNITY SERVICES							
1	**North Wales Commissioning Hub** *A joint service across North Wales that negotiates complex care placements for adults and children*	Denbighshire	All 6 NW Local Authorities BCUHB	4	October 2012	• Resilience • Quality • Efficiencies • Cost avoidance	• Management Board • NWSSIC • Social Services and Health Programme Board • RLB
2	**North East Wales Community Equipment Stores (NEWCES)** *A joint service providing community equipment for health patients and local authority service users*	Flintshire	Flintshire Wrexham BCUHB	4	Existing (confirm date of implementation)	• Resilience • Quality • Efficiencies	• Quarterly Management Board • Reports to Individual Agency / LA Political Processes as required.
3	**North Wales Adoption Service** *A joint service across North Wales providing*	Wrexham	All 6 NW Local Authorities	4	April 2010	• Resilience • Quality • Efficiencies	• Quarterly Management Board meetings • Reports to North

							Wales Social Services Improvement Collaborative (NWSSIC) • Reports to individual LA's political processes as required • Social Services and Health Programme Board
	Adoption Services						
4	**Houses to Homes – empty homes scheme** *North Wales partnership which oversees the Welsh Government "Houses for Homes" private sector housing renewal scheme*	Flintshire	All 6 NW Local Authorities	4	June 2012	• Efficiencies • Cost avoidance • Resilience	• No formal governance
5	**Emergency Duty Team** *A joint service for providing emergency out of hours social work support*	Wrexham	Wrexham Flintshire Denbighshire	4	April 2008	• Resilience • Quality	• Local Performance reporting

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6	**Enhanced Unpaid Work** *Utilisation of a Third Sector agency to provide support to young people; collaborate regionally and deliver locally.*	Gwynedd	All 6 NW Local Authorities	4	April 2013	• Quality • Efficiencies • Direction	• Local performance reporting in year
7	**Sub Regional Safeguarding Children's Board** *Sub-Regional Governance overseeing Children's Safeguarding*	Flintshire	Flintshire Wrexham	4	2011	• Resilience • Quality • Efficiencies	• Reports to NWSSIC • Reports to LA pilot process as required
8	**Substance Misuse and Health** *Multi-agency partnership overseeing substance misuse services in the region*	Health Authority	All 6 NW Local Authorities and Health Authority	4	2009	• Quality • Efficiencies • Direction	• YOT Management Board • Community Safety Partnerships • Area Planning Boards
9	**Telecare** *Multi-agency partnership overseeing telecare services in the region*	Conwy	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	4	2011	• Resilience • Quality • Efficiencies	• Local performance reporting in year

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10	**Integrated Family Support Service (IFSS)** *Joint operational service providing specialist services to families with complex needs*	Flintshire	Wrexham Flintshire	4	April 2013	• Resilience • Quality • Efficiencies	• Local performance reporting
ENVIRONMENT							
11	**Flood Risk Management Strategy** *Joint development of strategy utilising model developed by Conwy*	Conwy	Flintshire Ynys Mon	4	2013	• Resilience • Quality • Direction	• Local performance reporting
12	**TAITH** *Joint project board delivering substantial and significant improvements to public transport across the region*	Flintshire	All 6 NW Local Authorities	4	2003	• Resilience • Quality • Direction	• Regional Programme Board • North Wales Strategic Directors Meetings
13	**Public Protection** *Operational delivery through shared officers*	Flintshire	Flintshire Wrexham	4	Review to be undertaken 2013/14	• Resilience • Quality • Efficiencies	• Local Performance Reporting
14	**Specialist Planning (Minerals and Waste)** *Provision of a resilient*	Flintshire	All 6 NW Local Authorities	4	April 2011	• Resilience • Quality	• Local Performance Reporting

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Collaborative Projects – Position Statement - May 2013

	staffing resource to deal with all relevant planning applications, policy development and site monitoring					
LIFELONG LEARNING						
15	**21st Century Schools** *Procurement Framework for 21st Century Schools projects in North Wales*	Flintshire & Denbighshire	4	January 2013	• Resilience • Quality • Efficiencies • Cost avoidance	• Formal project management arrangements in place • Programme Board
16	**Regional School Improvement & Effectiveness Service** *Development of a combined School Improvement Service for resilience across the region*	Gwynedd	4	April 2013	• Resilience • Quality • Efficiencies • Direction	• Joint Committee & User groups
17	**ICT – Education Management Information Service (MIS)** *Procurement & Hosting – procurement of common education*	Flintshire	4	September 2012	• Resilience • Efficiencies	• Formal project management arrangements in place • North Wales Heads of ICT Forum –

	management information system for all North Wales Councils with full hosting provided by Flintshire					• Monthly Meetings – NW Education Consortium
18 Schools Library Service *Jointly funded service to schools and colleges providing books and other resources in NE Wales*	Flintshire	Flintshire Wrexham Denbighshire Conwy	4	January 2011	• Resilience • Quality • Efficiencies • Cost avoidance	• SLS Management Board – meets termly
19 Inclusion Collaborations *Aim to develop collaborative working in specialist services (see Joint Sensory Service (item 43)) for additional resilience and efficiency*	Flintshire	All 6 NW Local Authorities	4	Sep 2012	• Resilience • Quality • Efficiencies • Cost avoidance	• NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements in place
20 North East Wales (NEW) Play *Regional scheme to encourage play in local*	Flintshire	Flintshire Wrexham Denbighshire	4	May 2010	• Quality	• NEW Play Management Board

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	communities and leave a legacy of play across the region					
CORPORATE SERVICES						
21	**Corporate Training** *Provision of an enhanced training programme and shared resources*	Flintshire	Flintshire Deeside College	4	March 2012	• Resilience • Quality • Efficiencies	• Local perfomance reporting in year • Partnership Board
22	**Managed Agency Staff Solution Project (MATRIX)** *Provision of a cost effective service whilst providing visibility of the temporary workforce.*	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	• Resilience • Quality • Efficiencies • Cost avoidance	• Local performance reporting in year • Project Board
23	**Occupational Health** *Combined service provision across both authorities*	Flintshire	Flintshire Wrexham	4	September 2011	• Resilience • Quality • Efficiencies	• Local performance reporting in year • Partnership board

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24	ICT – Joint **Procurement** *Web Content Management System*	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement Complete, Flintshire implementation September, 2013	• Efficiencies	• Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly mtgs
25	ICT – Joint **Procurement** *Hardware*	Wrexham	All 6 NW Local Authorities	4	December 2012	• Efficiencies	• North Wales Heads of ICT Forum – Monthly Meetings – contract monitoring
26	ICT - Joint **Procurement** *Service Desk Software*	Gwynedd	Flintshire Gwynedd Wrexham	4	Procurement Complete, Flintshire implementation July, 2013	• Efficiencies • Resilience	• Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings

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27	**ICT – Disaster Recovery** *Shared ICT business continuity arrangements*	Flintshire	All 6 NW Local Authorities	4	March 2013	• Resilience • Efficiencies	• Formal project mangement arrangements in place • North Wales Heads of ICT Forum – Monthly Mtgs

CURRENT COLLABORATION PROJECTS

COMMUNITY SERVICES

28	**Regional Safeguarding Children's Board** *North Wales Safeguarding Childrens Board required by Welsh Government Guidance*	Conwy	All 6 NW Local Authorities	2/3	2013/2014	• Resilience • Quality • Efficiencies	• Reports to NWSSIC • Reports to LAs political processes as required.
29	**Eco energy efficiency work** *Through the joint ECO procurement exercise, Wrexham, Flintshire, Denbighshire and Conwy Council's are tendering to set up a framework for funding and delivery of Energy Company Obligation works.*	Wrexham	Flintshire Denbighshire Conwy Registered Social Landlord's	2	September 2013	• Efficiencies • Cost avoidance	• tbd

	Project	Lead	Partners	No.	Date	Benefits	Governance
30	**Single Access Route to Housing (SARTH)** *Regional housing register and allocations policy*	Denbighshire	Flintshire Conwy Registered Social Landlord's	2	Pilot April 2014	• Quality • Efficiency	• Steering group with all partners represented plus number of operational sub groups
ENVIRONMENT							
31	**Mersey Dee Alliance (City Region Bid)** *Deliver the first cross border City Region*	Cheshire West	Flintshire Denbighshire Wrexham Wirral Cheshire West	4	2013/14	• Resilience • Quality • Direction • Efficiencies	• Project Board • Ad-hoc reporting
32	**Built and Nature Conservation** *Provide a collaborative service based on the Minerals and Waste Planning Service model*	Flintshire	All 6 NW Local Authorities	1	2014	• Resilience • Quality • Efficiencies	• Local performance reporting
33	**Civil Parking Enforcement** *Deliver the network management strategy as set out in the Regional Transport Plan*	Flintshire	All 6 NW Local Authorities	2	2014	• Resilience • Quality • Efficiencies	• Local performance reporting
34	**Consultancy Services** *Make most efficient use of the skills base and capacity of the service*	Gwynedd/Denbighshire	All 6 NW Local Authorities	1	2014	• Resilience • Quality • Efficiencies	• Local Performance reporting

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35	**Economic Development** *Explore collaborative possibilities across the region to deliver a more cost effective, resilient and strategic approach to Economic Development*	Gwynedd Flintshire Ynys Mon	All 6 NW Local Authorities	1	2014	• Resilience • Quality • Direction • Efficiencies • Cost avoidance	• Economic Ambition Board
36	**Fleet Services** *Deliver fleet use maximisation and reduction in fleet vehicles*	Flintshire/Wrexham	Flintshire Wrexham	1	2014	• Resilience • Quality • Efficiencies • Cost avoidance	• Project Board • Ad-hoc reporting • Local Performance reporting
37	**Food Waste** *Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met*	Denbighshire	Conwy Denbighshire Flintshire	3	2014	• Resilience • Quality • Direction • Efficiencies	• Project Board • Ad-hoc reporting • Local performance reporting

Collaborative Projects – Position Statement - May 2013

38	**Residual Waste** *Seeking a solution to manage residual waste on behalf of the five partner authorities to allow individual authorities to meet WG waste management targets*	Flintshire	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	2	2017	• Resilience • Quality • Efficiencies • Cost avoidance • Direction	• Project Board • Local performance reporting
39	**Trunk Road Maintenance** *Sub-regional service delivery hub*	Flintshire	Conwy Denbighshire Wrexham	1	2014	• Resilience • Quality • Efficiencies	• Local Performance reporting
40	**Public Protection (Compact)** *Deliver a regional Trading Standards service*	Wrexham	All 6 NW Local Authorities	1	2014	• Resilience • Quality • Direction • Efficiencies	• Project Board • Ad-hoc reporting
41	**Public Protection** *Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement*	Flintshire	Flintshire Wrexham	1	2013	• Resilience • Quality • Efficiencies	• Local performance reporting

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		on door step crime; joint Health and Safety Estates Excellence; project support to businesses			
		LIFELONG LEARNING			
42	**Joint Educational Psychology** *To develop collaborative working in this specialist service for additional resilience and efficiency*	Flintshire	Flintshire Wrexham	2	2014	• Resilience • Quality • Efficiencies • Cost avoidance	• NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements
43	**Joint Sensory Impairment** *To develop collaborative working in this specialist service for additional resilience and efficiency*	Flintshire	Flintshire Wrexham Denbighshire	2	2014	• Resilience • Quality • Efficiencies • Cost avoidance	• NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements in place

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CORPORATE SERVICES

#	Project	Lead	Partners	No.	Timescale	Drivers	Milestones
44	**Emergency Planning** *An integrated service for planning, preventing and responding to emergencies*	Flintshire	All 6 NW Local Authorities	3	December 2013	• Resilience • Quality • Direction	• Annual regional report on performance of regional service • Local performance reporting in year • Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings
45	**ICT – National ICT Strategy** *The implementation of the Welsh Public Sector National ICT Strategy to share, standardise and streamline public sector ICT infrastructure*	Welsh Government	Welsh Public Sector	1	On-going	• Compact • Efficiencies • Resilience	• Welsh Public Sector CIO Council • WG Public Sector Leadership Group
46	**ICT – Regional Directory** *Shared ICT user directory across the North Wales public sector to allow agile working and remote*	Flintshire	All 6 NW Local Authorities BCUHB NW Fire and Rescue	2	September, 2013	• Resilience	• Formal project management arrangements in place • North Wales

			Services				Heads of ICT Forum – Monthly Meetings
	access to local systems e.g. a health employee can securely log on to their own systems from a local authority site						
47	**Local Government Pension Fund** *Explore the collaborative opportunities across the eight Funds in Wales.*	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	1	2015	• Resilience • Quality • Cost avoidance • Direction	• Local performance reporting in year
48	**North Wales Legal Services Collaboration** *Sharing work and resources across Councils in order to maximise capacity and resilience, and to take greater advantage of specialist knowledge*	Wrexham	All 6 NW Local Authorities	2	2015	• Resilience • Quality • Efficiencies	
49	**Procurement** *The establishment of the Welsh Public Sector National Procurement Service*	Welsh Government	Welsh Public Sector	2	November, 2013	• Efficiencies • Direction	• WG Public Sector Leadership Group

50	**Procurement** *Regional collaboration on procurement category management*	Gwynedd	Flintshire Denbighshire Gwynedd	2	April, 2014	• Efficiencies • Resilience	• North Wales Chief Executives Group

NEW/"ASPIRATIONAL" COLLABORATION PROJECTS UNDER DISCUSSION

51	**CyMal** *Provision of shared archive services across North Wales*	Options Appraisal Stage	North Wales			• Direction	• tbc

KEY

Status:

1: Concept and pre-outline business case stage

2. post outline business case and pre final business case stage

3. in transition post final business case stage

4. implemented and operational

Purpose:

Resilience

Quality

Efficiencies

Cost-avoidance

Direction (i.e WG under the Compact)

Appendix D: Glossary

Extra Care	Providing self-contained homes for frailer older people with varying levels of care and support available on site.
Affordable and Flexible Housing	Covers a range of housing options from renting to purchase
Wales Housing Quality Standard	Welsh Government's Physical Quality Standard for modern social housing
Telecare / Telehealth	Providing support through telecommunications devices in the home
Commissioning Plans	Ensure purchased and commissioned care meets demand and service user need.
Transition Service	Dedicated service for children and young people with disabilities who are supported to become young adults
Integrated Family Support Service	Specific time limited support for families with parents who abuse substances
Reablement	An intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible.
Adaptations	Changes to a person's home to enable her/him to live as independently as possible
Disabled Facility Grant	A grant available for larger adaptations to a person's home.
Home Enhanced Care Service	Short term intensive community based care as an alternative to hospital
Crisis Intervention Team	Team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community
Reablement	An intense, short term approach to social care where individuals are supported to gain or regain the skills and confidence to live as independently as possible.
Enterprise Zones	A Welsh Government plan to stimulate growth and support business in designated areas.
Masterplan	The plan that sets out development and actions for the Northern Gateway site.
Learning Providers	Schools and Further Education establishments
Town Centre Masterplans	Plans that set out the regeneration priorities for each Town Centre
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages
Social Enterprises	Businesses with social objectives whose surpluses are reinvested for the business or in the community
Seed Funding	Start-up support
Community Benefit Clauses	Benefit to local community from major procurement e.g. training and employment opportunities community facilities/
Estyn	Education inspection service for Wales
GwE	North Wales Service which monitors challenges and supports schools to secure improvement.
Core Subject Indicator	Learners achieve the expected level in Mathematics, English or Welsh 1st language and science
Key Stage 2	Learning assessments completed at age 11
Key Stage 3	Learning assessment completed at age 14
School Cluster and Federations	Schools working together in partnership

21st Century Schools	A national programme of funding to improve school buildings and environments.
Post 16 centre	A location for vocational and academic education following completion of GCSE's at age 14
Employers Promise	Employers committed to working together to create additional training, apprenticeships and work opportunities
Communities First Job Club Programmes	Work to support adults into employment
Young Entrepreneur Programme	An opportunity for young people to work with mentors on their business ideas
Flintshire Business Entrepreneurship Network	Employers working together to support Entrepreneurship Programmes
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community
Human Trafficking	'trade' in people most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues
Sexual Exploitation	The use of another person in non-consensual sex for profit
Anti-social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society. Whether intentionally or through negligence
CCTV	To prevent and respond to crime and disorder
Civil Parking Enforcement	The power to enforce parking offences transfers from Traffic Wardens managed by the Police to the Council. This allows the Council to manage on-street parking enforcement
On street parking	Parking on the Council's roads rather than in a car park or on private property
Welfare Reform	A range of measures being introduced by Central Government to change the Welfare Benefits system
Homelessness	Not having a home or being under the threat of no longer having a home
Eco	Government initiative to ensure that energy suppliers contribute to energy efficiency measures
Deeside Infrastructure Business Plan	A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow
TAITH	The name for the Regional Transport Consortium, which is a partnership of all 6 North Wales Authorities to deliver improvements to Highways Infrastructure and Transport
Infrastructure	Facilities, systems, sites and network that are necessary for the County to function
Sustainable Transport	Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking
Carbon Footprint	The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel use.
Renewable Energy Schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight

Carbon Reduction Commitment	A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations
Housing Renewal Area	An area designated by the Welsh Government as needing improvements in the condition and quality of local housing
Working Practices	The Council's internal processes and procedures
Operating Model	How an organisation is structured, functions and performs, according to its objectives and values
Social Business Model	The way in which we run the Council as an accountable and ethical organisation operating in a business world
Revenue Funding	Spending on day to day running costs for e the Council e.g. salaries and wages, supplies, energy
Capital Funding	Spending on assets (e.g. buildings, equipment and land)
Fees and Charges	The amount service users pay for services which are not provided for free
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions
Value for Money	Being efficient and effective in using our resources to achieve our service objectives and standards
Community Benefit Clauses	Benefit to local communities from major procurements e.g. training and employment opportunities, community facilities
Procurement Framework	Ways of procuring goods and services with agreed terms and conditions
Asset Strategy	Long term plan to make best use of our buildings
Office Buildings	The Council's own buildings which are used to provide administrative support for Council services
Agile Working	Working across locations in a flexible way with the use of technology
Capital	Money spent on assets (e.g. buildings, equipment and land)
Flintshire Connects Centres	Simpler and more "joined up" access to Council and other public sector services in County towns in a modern and welcoming environment
Flintshire Mobile Application "app"	Access to services and information via Smartphones and other mobile devices
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to emails etc
Single Status	An agreement to achieve fair and equitable pay and consistent terms and conditions of employment
Equal Pay	Equality legislation prohibits less favourable treatment between men and women for pay and conditions of employment. Where there has been an historical 'pay gap' between men and women, Equal Pay claims can be made
Medium-term Financial Plan	The Council's plan which forecasts funding levels and resource needs over the medium term and sets actions to balance the budget and manage resources

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<u>FLINTSHIRE COUNTY COUNCIL</u>

REPORT TO: <u>FLINTSHIRE COUNTY COUNCIL</u>

DATE: <u>WEDNESDAY, 23 OCTOBER 2013</u>

REPORT BY: <u>HEAD OF LEGAL AND DEMOCRATIC SERVICES</u>

SUBJECT: <u>COMMUNITY REVIEW</u>

1.00   <u>PURPOSE OF REPORT</u>

1.01   For Council to recommend to the Cabinet the Council's community review proposals for the purposes of consultation.

2.00   <u>BACKGROUND</u>

2.01   The County Council has a statutory duty to keep Town & Community boundaries and electoral arrangements for communities within its area under review. Over a period of time the numbers living in the communities change as a result of factors such as new housing developments. This can lead to anomalies and inconsistencies, not only between differing communities but also within different wards of a single community.

2.02   The County Council has not completed a community review of all electoral areas since coming into being. There have only been limited reviews affecting a small number of Town & Community Councils. In 2000 minor amendments were made in Bagillt and Gwernaffield. In 2008 minor amendments were made in Cilcain and Higher Kinnerton.

2.03   At its meeting on the 28 February 2013 the County Forum received a report on the proposed community review. The report explained the background and that it was intended to commence the review in the near future pursuant to the provisions in the Local Government Act 1972. The report explained the importance of Town & Community Councils being fully involved at each stage of the process. On the 12 March 2013 all Town & Community Councils were written to seeking their views on the draft guiding principles for the review.

2.04   Following reports to County Council on the 16 April 2013 and to the Cabinet on the 23 April 2013 the guiding principles of the review were agreed, together with the consultation process for the first formal stage of the review and that the review be commenced.

2.05   The first formal stage of the community review was to seek and obtain proposals from Town & Community Councils and other interested parties. The Clerks of all Town & Community Councils were written to

on the 3 May 2013 with a form for submission of any proposals. Similarly all County Councillors and other interested parties were written to inviting proposals by the 2 July 2013.

2.06   In addition to giving public notice of the review a series of consultation meetings were held co-hosted with individual Town Councils in Mold, Connah's Quay and Holywell.

3.00   **CONSIDERATIONS**

3.01   At the consultation meeting held in Mold Town Hall on the evening of the 22 May 2013, as a result of representations made by a representative of Leeswood Community Council, it became clear that the seventh and eighth guiding principles needed to be clarified. The Leeswood Community Council is divided into the Leeswood and Pontblyddyn wards. Whilst the vast majority of the community live in the Leeswood ward the Pontblyddyn ward represents a separate community identity but elects two of the thirteen total members on the Community Council. The important point is that the ratios of electors to Councillors across the two wards is very similar so that an elector's vote carries the same weight irrespective of whether they reside in the Leeswood or Pontblyddyn wards.

3.02   All Town & Community Councils were subsequently informed that the objective of the seventh and eighth guiding principles is to have approximately the same ratios of electors to Councillors across the different wards that a town or community may be divided into. As long as this is achieved there does not need to be the same number of Councillors in each ward. This was also added to the relevant part of the Councils website giving information about the community review. Council is asked to endorse this clarification of the seventh & eighth guiding principles.

3.03   The vast majority of Town & Community Councils responded to the consultation either indicating they were content with the current arrangements or making proposals for change. There is no requirement for Town and Community Councils to make a proposal. Those that did not were reminded on 5 July but no further proposals were subsequently made. All proposals received have been carefully considered to see if they would rectify any current anomalies and for compliance with the guiding principles. Where a proposal involves changing the Town or Community Council boundaries the neighbouring authority affected has been consulted to obtain its views.

3.04   Where no change to an external community boundary is proposed, the town/community wards arising from this review should lie wholly within a single County Council electoral division. The proposals to change internal ward boundaries received from Connah's Quay, Hope and Saltney Councils, together with that from County Councillor Carver for Hawarden would create practical problems for the

scheduled 2017 local government elections. It is purely for this reason that they are not incorporated into the draft proposals prepared by the officers following consultation with the Local Democracy & Boundary Commission for Wales (The Commission). The Commission will make proposals to amend the county electoral divisions in their future electoral review scheduled to be completed after the 2017 local government elections. That review could include recommendations to change both the county electoral divisions and the community ward boundaries to reflect the current proposals from the Town & Community Councils referred to above.

3.05   Attached as Appendix A to this report are the officers' community review draft proposals being reported to County Council prior to consideration by the Cabinet. Where external community boundaries or internal ward boundaries are proposed for change maps are available for inspection in Member Services.

3.06   The next stage of the process is for the Cabinet to agree the Council's proposals and for those proposals to be the subject of a similar nine week consultation period. Once the Cabinet has agreed the proposals for the purposes of this consultation stage they will be advertised in the press and on the Council's website and details sent to all Town & Community Councils and other interested parties. It is also proposed to again co-host with individual Town or Community Councils a series of consultation meetings similar to those held under the first public consultation stage.

3.07   The response to this consultation period will be analysed and reports submitted to Council and Cabinet to decide what changes should be made to the proposals in the light of the consultation responses received.

4.00   RECOMMENDATIONS

4.01   The Council recommends to Cabinet:-

a) That the seventh & eighth guiding principles be clarified as indicated in paragraph 3.02 above.
b) That Council consider any changes it would wish Cabinet to make to Appendix A prior to those proposals going out for consultation.
c) That the second formal consultation stage be as indicated in paragraph 3.06 above.

5.00   FINANCIAL IMPLICATIONS

5.01   There is adequate budget provision for the cost of publicity and consultation.

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   The workload arising from the community review can be accommodated within existing resources.

10.00   CONSULTATION REQUIRED

10.01   As previously agreed by Council and Cabinet including the Local Democracy and Boundary Commission.

11.00   CONSULTATION UNDERTAKEN

11.01   As previously agreed by Council and Cabinet including the Local Democracy and Boundary Commission and with political Group Leaders.

12.00   APPENDICES

12.01   Appendix A – Officers' community review draft proposals.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

All proposals received under the first formal stage of consultation.

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REVIEW OF COMMUNITY AREAS AND THE COMMUNITY ELECTORAL ARRANGEMENTS FOR THE COMMUNITIES IN THE COUNTY OF FLINTSHIRE

DRAFT PROPOSALS

27 SEPTEMBER 2013

FLINTSHIRE COUNTY COUNCIL

DRAFT PROPOSALS

CONTENTS

1.00 INTRODUCTION

1.01   Flintshire County Council has a statutory duty to keep all the communities in its area under review.

1.02   The review is to ensure the electoral arrangements for each town or community council provide effective and convenient local government.

1.03   A review of town or community areas can include proposals for alterations of boundaries between town or community council areas, amalgamating two or more town or community council areas into one, or separating an existing town or community council area into two or more.

1.04   A review of town or community electoral arrangements also include proposals to review ward boundaries within a town or community council area, the warding of a previously unwarded town or community council area, the de-warding of a town or community council area currently separated into wards and changes to councillor numbers.

2.00   Background

2.01   At its meeting on the 28 February 2013 the County Forum received a report on the proposed Community Review including a draft timetable showing the various stages of a Community Review and an indicative timescale for each stage. On the 12 March 2013 all Town and Community Councils were written to seeking their views on the draft guiding principles for the review. (Guiding principles are shown in appendix 1).

2.02   Following reports to County Council on 16 April 2013 and to the Cabinet on the 23 April 2013 the guiding principles of the review were agreed, together with the consultation process for the first formal stage of the review and that the review commence. The review commenced on 1st May, 2013.

2.03   The first formal stage of the Community Review was to seek and obtain proposals from Town and Community Councils and other interested parties. A letter, questionnaire and the guiding principles were sent to Town and Community Councils, County Councillors and other interested parties on the 3 May 2013. Public notice was also give in local newspapers and information was also published on the website.   In addition a series of meetings were co-hosted with Town Councils across the County on the first stage of the review. The consultation period ended on 2 July 2013. The proposals received under the first stage have been carefully considered in preparing Flintshire's Draft Proposals. A list of those who submitted a proposal is attached as Appendix 2.

3.00   Next Stage of the Review

3.01   Once the Council and the Cabinet has agreed the Draft Proposals there will be a further nine week consultation period. The Draft Proposals will be advertised in the press by giving Public Notice and on the Council's website. These Draft Proposals will also be sent to Town and Community Councils, County Councillors and other interested parties. At the end of the consultation period comments on the Draft Proposals will be considered and the Final Proposals prepared.

3.02   The Final Proposals will be presented to Council and Cabinet. The Council will publish the final Proposals in the same way as the Draft Proposals before they are adopted.

3.03   Where the Final Proposals involve changes to external community boundaries, Flintshire County Council will submit a report recommending them to the Local Democracy and Boundary Commission for Wales. All representations concerning the Final Proposals should be submitted to the Commission.   In such situations the Commission considers all the changes to that community including the warding and the number Community Councillors each ward represents. The Commission also considers any consequential changes that the changes to the ward boundaries would have on the electoral divisions and make proposals for such changes. These are submitted to Welsh Government who, if approved by the Minister, prepare an Order for the community including consequential changes to the electoral divisions if there is any.

3.04   Where no change to an external community boundary is made, the Town/Community wards arising from this review should fit wholly within the electoral divisions for County Councillors. If as a result of any proposed changes to Town/Community Council wards, this would not be the case, it would cause an anomaly between community wards and county electoral divisions for the 2017 local government elections. The Council is keen to avoid the practical difficulties this would cause and for this reason has not agreed with some proposals received that would cause such an anomaly.. The Local Democracy and Boundary Commission for Wales will make proposals to amend the county electoral divisions in their future electoral review scheduled to be completed after the 2017 local government elections. That review could include recommendations to change both the county electoral divisions and the community ward boundaries.

3.05   Where the Final Proposals propose substantive changes to community electoral arrangements (e.g. number of Councillors), then the Council will make a legally binding Order to give effect to the Council's decision on the review.

4.00 Guiding Principles

4.01   The guiding principles are shown in Appendix 2. Please note that all Town and Community Councils have been informed that the objective of the seventh and eighth guiding principles is to have approximately the same ratio of electors to Councillors across the wards that a Town or Community Council may be divided into. As long as this is achieved there does not need to be the same number of Councillors in each ward. The important point is that the ratio of electorate to Councillors across the wards is very similar, so that an elector's vote carries the same weight.

5.00   Flintshire County Council's Draft Proposals

5.01   The Council's Draft Proposals include a number of area changes, changes to internal boundaries and the number of Town and Community Councillors across the County. The Draft Proposals aim to redress current anomalies wherever desirable in the interests of effective and convenient local government. The guiding principles to the review and the proposals received under the first stage of the consultation process have received detailed consideration in formulating the Draft Proposals.

5.02   Each Town or Community Council area is considered in turn by summarising current arrangements, any current anomalies, the proposals received and the County Council's observations on those proposals before indicating the County Council's Draft Proposals.

Argoed Community Council

5.03   The community of Argoed is currently divided into four wards. The East ward elects five Councillors, the New Brighton ward elects three Councillors, the South ward elects two Councillors and the West ward elects six Councillors. The overall membership of the Council is sixteen.

5.04   As part of the review process Flintshire identified the following anomalies. That the West ward elected more Councillors than the East ward even though it had a smaller electorate.

5.05   During the review period Argoed Community Council made the following proposal to amend the external boundary. That the properties in the village of Llong that are part of Leeswood Community Council should be part of Argoed Community Council. The village is currently split between the two Community Councils and Argoed felt it would be better represented by just one Community Council. It also identified one property that was split from the rest of the village which would be better served by the Community Council. The Community Council also proposed that it should be de-warded and still have

an overall membership of sixteen Councillors. No other proposals were received from interested parties.

5.06   *Flintshire's proposal is that the East and South wards should be amalgamated (this would then be coterminous with the County Electoral Division of Argoed) and the New Brighton and West wards should be amalgamated (this would then be coterminous with the County Electoral Division of New Brighton). As explained in paragraph 3.04 Town/Community wards arising from this review should fit wholly within a single County Council electoral division. Flintshire's proposal is therefore the nearest the review can implement the Community Council's proposal without creating the anomaly referred to in paragraph 3.04. The membership should be reduced from sixteen to fourteen as no valid reason has been given for departure from the first guiding principle. The external boundary should not be altered as Leeswood Community Council have objected to Argoed's proposal and it does not form a natural boundary as required by the guiding principles.*

Bagillt Community Council

5.07   The community of Bagillt is presently divided into two wards. The East ward elects seven Councillors and the West ward elects seven Councillors. The overall membership of Council is fourteen.

5.08   As part of the review process Flintshire identified no anomalies. In 2000 a review of warding arrangements was undertaken. The number of wards was reduced from four to two making the wards coterminous with the two County Council Electoral Divisions of Bagillt East and Bagillt West. The Councillors for the Central and Merllyn wards were re-distributed between the two wards, so that there was an equal number of Councillors.

5.09   During the review period Bagillt Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.10   *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

Broughton and Bretton Community Council

5.11   The community of Broughton and Bretton is presently divided into three wards. The East ward elects two Councillors, the North ward elects four Councillors and the South ward elects eight Councillors. The overall membership of Council is fourteen.

5.12   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.13   During the review period Broughton and Bretton Community Council made the following proposal regarding the external boundary. Properties the west of Cherry Orchard Lane known as the 'Old Warren' currently in Penyffordd Community Council area would be better served by Broughton and Bretton Community Council because of the stopping up of the 'Old Warren'. This area cannot be accessed without going through Broughton and Bretton Community Council's area. It has been suggested to use the A55 as the southern boundary and Stoney Hill as the western boundary.   The Community Council also proposed that the number of Councillors for the North ward should be reduced from four to three and the number of Councillors for the South ward should be increased from eight to nine. No other proposals were received from interested parties.

5.14   *Flintshire's proposal is to agree with the proposal regarding the external boundary and properties in the 'Old Warren' should be transferred from Penyffordd Community Council to Broughton and Bretton Community Council. Penyffordd Community Council objected to the proposal but the 'Old Warren' can now only be accessed from Broughton. As explained in paragraph 3.03 where the final proposals involve changes to the external boundary the final decision rests with the Local Democracy and Boundary Commission.* If the Commission considers the changes to be in the interests of effective and convenient local government, they will make recommendations to Welsh Government to make the boundary changes including consequential amendments to any county electoral divisions affected. *To address the inconsistent ratio of electorate to Councillors, it is proposed that the wards of North and East should be amalgamated and named North East ward (this would then be coterminous with the County Electoral Division) and elect five Councillors and that the South ward elects nine Councillors. The overall membership of the Council would remain at fourteen.*

Brynford Community Council

5.15   The community of Brynford has a membership of fourteen Councillors. As part of the review process Flintshire identified no anomalies.

5.16   During the review period Brynford Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.17   *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

5.18 The town of Buckley is presently divided into four wards. The Bistre East ward elects five Councillors, the Bistre West ward elects six Councillors, the Mountain ward elects two Councillors and the Pentrobin ward elects five Councillors. The overall membership of the Council is eighteen.

5.19 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors for the Mountain and Pentrobin wards.

5.20 During the review period Buckley Town Council made the following proposal to address the inconsistent ratio of electorate to Councillors. Taking into account the projected electorate and the number of major developments over the next five years, the overall membership of Council should be increased to twenty and the number of Councillors to be elected for the wards should be as follows. The Bistre East ward elect five Councillors, the Bistre West ward elect five Councillors, the Mountain ward elect four Councillors and the Pentrobin ward elect six Councillors. No other proposals were received from interested parties.

5.21 *Flintshire's proposal is to agree with the proposal made by the Town Council as it addresses the inconsistent ratio of electorate to Councillors across the Mountain and Pentrobin wards. The overall membership for the Council would increase from eighteen to twenty.*

Caerwys Town Council

5.22 The town of Caerwys has a membership of eleven Councillors. As part of the review process Flintshire identified no anomalies.

5.23 During the review period Caerwys Town Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.24 *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

Cilcain Community Council

5.25 The community of Cilcain is presently divided into two wards. The Cilcain ward elects six Councillors and the Rhydymwyn ward elects six Councillors. The overall membership of Council is twelve.

5.26 As part of the review process Flintshire identified no anomalies. In 2008 Flintshire County Council made an Order to increase the number of Councillors for the Rhydymwyn ward from five to six.

5.27 During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.28 *Flintshire's proposal is that it considers the current arrangements provide effective and convenient local government.*

<u>Connah's Quay Town Council</u>

5.29 The town of Connah's Quay is presently divided into four wards. The Central ward elects five Councillors, the Golftyn ward elects five Councillors, the South ward elects six Councillors and the Wepre ward elects four Councillors. The overall membership of the Council is twenty.

5.30 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.31 During the review period Connah's Town Council made the following proposal to address the inconsistent ratio of electorate to Councillors. To redraw the internal boundary between the Central, Golftyn and South wards. It would involve transferring approximately 900 electors from the South ward and 200 electors from the Golftyn ward to the Central ward. The Council also propose that the overall membership of Council should be increased to twenty two and the number of Councillors to be elected for the wards should be as follows. The Central ward would elect six Councillors, the Golftyn ward would elect six Councillors, the South ward would elect six Councillors and the Wepre ward would elect four Councillors. No other proposals were received from interested parties.

5.32 *As explained in paragraph 3.04 implementing the proposal of Connah's Quay Town Council would result in a community ward and electoral division anomaly at the 2017 local government elections. Until the county electoral divisions are reviewed by the Local Democracy and Boundary Commission for Wales the inconsistent ratio of electorate to Town Councillors would be addressed by altering the number of Councillors to be elected across the wards in 2017 as follows:-*

- *The Central Ward to elect four Councillors.*
- *The Golftyn Ward to elect six Councillors.*
- *The South Ward to elect seven Councillors.*
- *The Wepre Ward to elect three Councillors.*

The overall membership of the Town Council would remain at 20.

<u>Flint Town Council</u>

5.33 The town of Flint is presently divided into four wards. The Castle ward elects four Councillors, the Coleshill ward elects five Councillors, the Oakenholt ward elects four Councillors and the Trelawny ward elects five Councillors. The overall membership of Council is eighteen.

5.34 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.35 During the review period Flint Town Council made three proposals. The first proposal was that it was the view of the Town Council that it was not appropriate to embark upon any review at this particular time. The second proposal was that there should be no change to the current arrangements. The Council feels that the present level of membership is appropriate for the Town. The third proposal, and notwithstanding the representations made in the first two proposals was to redraw the boundaries to transfer an area from Coleshill ward to Castle ward and reduce the number of Councillors to 16. No other proposals were received from interested parties.

5.36 *Flintshire's proposal is to partially agree with the third proposal made by the Town Council as it addresses the inconsistent ratio of electorate to Councillors. The number of Councillors elected from the Caste ward would be reduced from four to three and the overall membership for the Council reduced from eighteen to seventeen.*

<u>Gwernaffield Community Council</u>

5.37 The community of Gwernaffield is presently divided into two wards. The Gwernaffield ward elects six Councillors and the Pantymwyn ward elects six Councillors. The overall membership of Council is twelve.

5.38 As part of the review process Flintshire identified no anomalies.

5.39 During the review period Gwernaffield Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.40 *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements effective and convenient local government.*

<u>Gwernymynydd Community Council</u>

5.41 The community of Gwernymynydd has a membership of eleven Councillors. As part of the review process Flintshire identified no anomalies.

5.42   During the review period Gwernymynydd Community Council proposed that the current arrangements were satisfactory and that there should be no changes. The local County Councillor made the same proposal. No other proposals were received from interested parties.

5.43   *Flintshire's proposal is to agree with the Community Council and local County Councillor as it is considered the current arrangements provide effective and convenient local government.*

Halkyn Community Council

5.44   The Community of Halkyn is presently divided into four wards. The Halkyn ward elects three Councillors, the Pentre Halkyn ward elects four Councillors, the Rhesycae ward elects two Councillors and the Rhosesmor ward elects four Councillors. The overall membership of Council is thirteen.

5.45   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.46   During the review period Halkyn Community Council were unable to agree any recommendations to submit to the Council. It was agreed by Members to wait for the County Council's Draft Proposals to be published on how to address the inconsistent ratio of electorate to Councillors across the wards. No other proposals were received from interested parties.

5.47   *Flintshire's proposal to address the inconsistent ratio of electorate to Councillors is that the wards of Halkyn, Rhesycae and Rhosesmor be merged to create a new ward and elect eight Councillors (this would then be coterminous with the County Electoral Division of Halkyn). The ward of Pentre Halkyn (which is part of the County Electoral Division of Brynford) would elect five Councillors. The overall membership of the Council would remain at thirteen. As explained in paragraph 5.80 it is proposed to alter the external boundary with Mold.*

Hawarden Community Council

5.48   The Community of Hawarden is presently divided into four wards. The Aston ward elects five Councillors, the Ewloe ward elects four Councillors, the Hawarden ward elects three Councillors and the Mancot ward elects five Councillors. The overall membership of Council is seventeen.

5.49   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors making the Ewloe ward underrepresented.

5.50   During the review period Hawarden Community Council proposed that the number of Councillors for the Ewloe ward should be increased from four to six. The Community Council did not believe the inconsistent ratio of

electorate to Councillors could be solved by redistributing the current allocation from the other wards without adversely affecting their representational role. The overall membership of the Council would then be increased from seventeen to nineteen.

5.51   The local County Councillor proposed that the internal boundary between the Hawarden and Mancot wards should be redrawn. The current boundary is the middle of the road along Cross Tree Lane and Glynne Way. It is proposed that three residential properties from Cross Tree Lane, nine residential properties from Glynne Way and two residential properties from Moor Lane be transferred from the Mancot ward to the Hawarden ward. No other proposals were received from interested parties. As explained in paragraph 3.04 above, amending the ward boundaries in the way proposed by the local County Councillor would lead to anomalies at the 2017 elections and would therefore be inappropriate at this time.

5.52   *Flintshire proposes that in order to address the inconsistent ratio of electorate to councillors, the Aston Ward elect four councillors, the Ewloe Ward elect six councillors, the Hawarden Ward elect two councillors and the Mancot Ward elect four councillors. The overall membership for the Council would be reduced from 17 to 16 in accordance with the first guiding principle.*

Higher Kinnerton Community Council

5.53   The community of Higher Kinnerton has a membership of nine Councillors. As part of the review process Flintshire identified no anomalies. In 2008 Flintshire County Council made an order to reduce the overall membership of the Council from eleven to nine.

5.54   During the review period Higher Kinnerton Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.55   *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

Holywell Town Council

5.56   The town of Holywell is presently divided into four wards. The Central ward elects four Councillors, the East ward elects four Councillors, the Greenfield ward elects five Councillors and the West ward elects four Councillors. The overall membership of the Council is seventeen.

5.57   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.58   During the review period Holywell Town Council proposed that the current arrangements were satisfactory and that there should be no changes. The Council felt that they would not be able to provide the same level representation on Community groups etc, if the number of Councillors was reduced. A local resident proposed that their property Chipwood Cottage should be moved from the East to Greenfield ward because they feel they have no association with the East ward. No other proposals were received from interested parties.

5.59   *Flintshire's proposal is that to address the inconsistent ratio of electorate to Councillors across the wards, the Central ward elect three Councillors, the East ward elect three Councillors, the Greenfield ward elect five Councillors and the West ward elect four Councillors.   The overall membership of the Council would reduce from seventeen to fifteen in line with the first guiding principle.*

Hope Community Council

5.60   The community of Hope is presently divided into two wards. The Caergwrle ward elects six Councillors and the Hope ward elects eight Councillors. The overall membership of the Council is fourteen.

5.61   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.62   During the review period Hope Community Council made the following proposal regarding the internal boundary. In an effort to equalise the electorate across the two wards, the boundary should be the River Alyn as a natural boundary. The community area west of the river would form the Caergwrle ward and the community area east of the river would form the Hope ward. The Caergwrle ward would elect seven Councillors and Hope would elect seven Councillors.   The local County Councillor for Hope also made a proposal that the internal boundary should be redrawn by either the railway line or the River Alyn. No other proposals were received from interested parties.   As explained in paragraph 3.04 to alter the ward boundaries in the way that the Community Council and the local County Councillor have proposed would lead to anomalies at the 2017 local government elections and would therefore not be appropriate at this time.

5.63   *Flintshire's proposal to address the inconstant ratio of electorate to councillors across the wards pending the outcome of the Local Democracy and Boundary Commission review of county electoral divisions is that the Councillors from the Caergwrle Ward be reduced from 6 to 5 and that the overall membership of the Council would therefore reduce from 14 to 13 in line with the first guiding principle.*

Leeswood Community Council

5.64 The community of Leeswood is divided into two wards. The Leeswood ward elects eleven Councillors and the Pontblyddyn ward elects two Councillors. The overall membership of the Council is thirteen.

5.65 As part of the review process Flintshire identified no anomalies.

5.66 During the review period Leeswood Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.67 *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

Llanasa Community Council

5.68 The community of Llanasa is presently divided into three wards. The Axton ward elects four Councillors, the Ffynnongroyw ward elects six Councillors and the Gronant ward elects five Councillors. The overall membership of the Council is fifteen.

5.69 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.70 During the review period Llanasa Community Council proposed that the current arrangements were satisfactory and that there should be no changes because of the rural nature of the area. No other proposals were received from interested parties.

5.71 *Flintshire's proposal is that to address the inconsistent ratio of electorate to Councillors across the wards, the Axton ward elect three Councillors, the Ffynnongroyw ward elect six Councillors and the Gronant ward elect five Councillors. The overall membership of the Council would reduce from fifteen to fourteen.*

Llanfynydd Community Council

5.72 The community of Llanfynydd is presently divided into four wards. The Cefn y Bedd ward elects four Councillors, the Cymau ward elects two Councillors, the Ffrith ward elects four Councillors and the Pontybodkin ward elects two Councillors. The overall membership of the Council is twelve.

5.73 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards. In particular the Cefn y Bedd and Cymau wards have a similar electorate but Cymau only elects 2 Councillors half the number of Councillors elected in Cefn y Bedd.

5.74   During the review period Llanfynydd Community Council proposed that to address the inconsistent ratio of electorate to the Councillors, the Cefn y Bedd ward elect three Councillors, the Cymau ward elect three Councillors, the Ffrith ward elect three Councillors and the Pontybodkin ward elect three Councillors. Also the external boundary between Llanfynydd Community Council and Treuddyn Community Council be redrawn so that four properties currently along Ffordd-y-Blaenau be transferred to the settlement of Treuddyn. No other proposals were received from interested parties.

5.75   *Flintshire's proposal is that to address the inconsistent ratio of electorate to Councillors across the wards, the Cefyn y Bedd ward elect four Councillors, the Cymau ward elect three Councillors, the Ffrith ward elect three Councillors and the Pontybodkin ward elect two Councillors. The external boundary should not be altered as it does not form a natural boundary as required by the guiding principle.*

<u>Mold Town Council</u>

5.76   The town of Mold is presently divided into four wards. The Broncoed ward elects four Councillors, the East ward elects four Councillors, the South ward elects four Councillors and the West ward elects four Councillors. The overall membership of the Council is sixteen.

5.77   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards. In particular the East ward seems over represented when considering the ratio of the electorate to Councillors.

5.78   During the review period Mold Town Council proposed that the internal boundaries should be redrawn. The Council made two options which involved either transferring 272 electors plus 233 electors (505 in total) from the West ward and 212 electors from the Broncoed ward to the East ward. Alternatively transferring 404 electors from the South ward to the West ward and transferring 98 electors from Broncoed ward to the South ward. The Council also proposed that the overall membership remained at sixteen. The Council also made a proposal regarding the external boundary with Halkyn Community Council, that properties east side of Black Brook Lane currently in their area had a close identity with the Town Council and this would form a more natural boundary.

5.79   The local County Councillor for the Mold Broncoed Electoral Division proposed that the current arrangements were satisfactory and that there should be no changes. Representations were also received from two local residents who agreed with the local Councillor's proposal. No other proposals were received from interested parties.

5.80   *Flintshire's proposal is to agree to the external boundary being redrawn to include the 13 properties from Halkyn Community Council as no objections were received from Halkyn Council and it forms a natural boundary complying with the guiding principles. Flintshire's proposal for internal ward boundaries is based on the second of the two options produced by Mold Town Council but retaining the Bromfield Park Estate within Broncoed Ward. This results in the ratios of electorate to each Councillor across the four wards only varying by approximately 10%. Whilst the Mold East ward would then have the highest electorate per Councillor the future growth proposals for Mold are in the other three wards. Flintshire agrees with Mold Council that the overall membership of the Council should remain at 16.*

5.81   *If, as part of the final proposals, the external boundary is proposed to be changed, it will be submitted to the Local Democracy and Boundary Commission for Wales pursuant to paragraph 3.03 above. If the Commission considers the change to be in the interests of effective and convenient local government, it will make recommendations to Welsh Government to make the boundary change, including consequential amendments to any county electoral divisions affected.*

Mostyn Community Council

5.82   The community of Mostyn is presently divided into two wards. The Mostyn ward elects nine councillors and the Rhewl ward elects three Councillors. The overall membership of the Council is twelve.

5.83   As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.84   During the review period Mostyn Community Council proposed that the current arrangements were satisfactory and that there should be no changes because of the Council member's involvement in community groups. The Council had strong views that the two wards had separate identities. No other proposals were received from interested parties.

5.85   *Flintshire's proposal is to agree with the Community Council not remove the warding arrangements. To address the inconsistent ratio of electorate to Councillors across the wards, the Mostyn ward elect eight Councillors and Rhewl ward elect three Councillors. The overall membership of the Council would reduce from twelve to eleven.*

Nannerch Community Council

5.86   The community of Nannerch has a membership of eight Councillors. As part of the review process Flintshire identified no anomalies.

5.87   During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.88   *Flintshire's proposal is that the current arrangements provide effective and convenient local government.*

Nercwys Community Council

5.89   The community of Nercwys has a membership of nine Councillors. As part of the review process Flintshire identified no anomalies.

5.90   During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.91   *Flintshire's proposal is that the current arrangements provide effective and convenient local government.*

Northop Community Council

5.92   The community of Northop is presently divided into two wards. The Northop ward elects six Councillors and the Sychdyn ward elects seven Councillors. The overall membership of Council is thirteen.

5.93   As part of the review process Flintshire identified no anomalies.

5.94   During the review period Northop Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.95   *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

Northop Hall Community Council

5.96   The community of Northop Hall has a membership of eleven Councillors. As part of the review process Flintshire identified no anomalies.

5.97   During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.98   *Flintshire's proposal is that the current arrangements provide effective and convenient local government.*

<u>Penyffordd Community Council</u>

5.99 The community of Penyffordd has a membership of ten Councillors. As part of the review process Flintshire identified no anomalies.

5.100 During the review period Penyffordd Community Council made proposals regarding the external boundary. The Council provided a plan and referred to the following locations. Location 1 - Southern end boundary. Members considered the properties on the identified inclusion currently located in Hope Community Council area would be better served by the Council. Location 2 - Easterly boundary - Lower Mountain Road, the properties are currently in the Higher Kinnerton Community Council area and would be better served by Penyffordd. Location 3 - North Easterly boundary - Old Warren. The Old Warren is split half way up with one half served by Broughton and Bretton Community Council and the other half by Penyffordd. It would be logical if residents were served by one Community Council. Location 4 - Northern boundary - Entrance to Tinkersdale the property Thatched Roof which is currently located in Hawarden Community Council area has closer links with Penyffordd. Location 5 - Western boundary - The Reed. The property to the west of the brook on the Reed is closer to Penyffordd which is currently in the Leeswood Community Council area.

5.101 The local County Councillors also made similar proposals as Penyffordd Community Council. They also proposed that the overall membership of the Council should increase from ten to thirteen.

5.102 *Flintshire's proposal is to agree with the proposal made the local County Councillor that the overall membership of the Council be increased from ten to thirteen in line with first guiding principle. Broughton and Bretton Community Council and Hawarden Community Council objected to Penyffordd Community Council's proposals regarding locations three and four respectively. Hope Community Council did not provide a response regarding location one, having said that the proposal regarding these three locations do not form a natural boundary in line with the guiding principles. The Council agrees with the proposals regarding locations two and five and no objections were received from Leeswood Community Council and Higher Kinnerton Community Council. For the boundary of location two, the Council proposes a more natural boundary than the one submitted by the Community Council. As explained in paragraph 5.14 the County Council proposes that all of the Old Warren will be in Broughton and Bretton Community. As explained in paragraph 3.03 where the final proposals involve changes to the external boundary the final decision rests with the Local Democracy and Boundary Commission.*

5.103 If, under the final proposals, it is proposed to change the two external boundaries in locations 2 and 5, they will be submitted to the Local Democracy and Boundary Commission for Wales pursuant to paragraph 3.03 above. If the Commission considers the changes to be in the interests of effective and convenient local government, it will make recommendations to Welsh Government to make the boundary changes, including consequential amendments to any county electoral divisions affected.

Queensferry Community Council

5.104 The community of Queensferry is presently divided into three wards. The Pentre ward elects two Councillors, the Queensferry ward elects four Councillors and the Sandycroft ward elects seven Councillors. The overall membership of the Council is thirteen.

5.105 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.106 During the review period Queensferry Community Council proposed to amend the external boundary with Hawarden Community Council. At present the boundary is the middle of the main road from Sandycroft to Queensferry. The left side of the road is represented by the Mancot ward of Hawarden Community Council and the right hand side is represented by the Sandycroft and Pentre wards. It would make it easier for the Council to arrange the clearing/cleaning of the ditch along this road instead of going through Hawarden Community Council. The local County Councillor proposed that the current arrangements were satisfactory and that there should be no changes.   No other proposals were received from interested parties.

5.107 *Flintshire's proposal is that the external boundary should not be altered as Hawarden Community Council have objected to Queensferry's proposal and it does not form a natural boundary as required by the guiding principle. To address the inconsistent ratio of electorate to Councillors across the wards, the wards of Pentre and Queensferry should be merged to form a new ward to be named Queensferry. The new ward would elect five Councillors and the Sandycroft ward would elect seven Councillors. The overall membership of the Council would reduce from thirteen to twelve.*

Saltney Town Council

5.108 The town of Saltney is presently divided into two wards. The Mold Junction ward elects five Councillors and the Stonebridge ward elects nine Councillors. The overall membership of the Council is fourteen.

5.109 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.110 During the review period Saltney Town Council's proposal was to amend the internal boundary. At present the boundary divides the town along the High Street in a North/South divide. The Town Council proposes following the line of the Balderton Brook in an East/West direction. It proposes the wards being renamed East ward and West ward. No other proposals were received from interested parties. As explained in 3.04 above it is the view of the County Council that to amend the ward boundaries in the way proposed as part of the current Community Review would not be appropriate at this time.

5.111 *Flintshire's proposal is that pending the Local Democracy and Boundary Commission for Wales reviewing the county electoral divisions, the inconsistent ratio of electorate to councillors should be addressed by amending the number of councillors elected from each ward. It is proposed that the number of councillors from Mold Junction should be reduced from 5 to 4 and the number from Stonebridge Ward increased by 1 from 9 to 10. The overall membership of the Council would remain at 14.*

Sealand Community Council

5.112 The community of Sealand is presently divided into two wards. The East ward elects four Councillors and the West ward elects eight Councillors. The overall membership of the Council is twelve.

5.113 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.114 During the review period Sealand Community Council proposed that it should be de-warded and the overall membership of the Council increase from twelve Councillors to thirteen Councillors. The local County Councillor also made the same proposal. No other proposals were received from interested parties.

5.115 *Flintshire's proposal is to agree that the Community Council and the local County Councillor and the Council should have its warding arrangements removed and the membership of the Community Council should be increased from twelve to thirteen Councillors as required by the first guiding principle.*

Shotton Town Council

5.116 The town of Shotton is divided into three wards. The East ward elects four Councillors, the Higher ward elects six Councillors and the West ward elects four Councillors. The overall membership of Council is fourteen.

5.117 As part of the review process Flintshire identified no anomalies.

5.118 During the review period no response was received from the Town Council and no other proposals were received from interested parties.

5.119 *Flintshire's proposal is that the current arrangements provide effective and convenient local government.*

Trelawnyd & Gwaenysgor Community Council

5.120 The community of Trelawnyd & Gwaenysgor is presently divided into two wards. The Gwaenysgor ward elects three Councillors and the Trelawnyd ward elects six Councillors. The overall membership of Council is nine.

5.121 As part of the review process Flintshire identified no anomalies.

5.122 During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.123 *Flintshire's proposal is that the current arrangements provide effective and convenient local government.*

Treuddyn Community Council

5.124 The community of Treuddyn has a membership of eleven Councillors. As part of the review process Flintshire identified no anomalies.

5.125 During the review period Treuddyn Community Council proposed to alter the external boundary between Treuddyn Community Council and Llanfynydd Community Council. It should be redrawn so that four properties currently along Ffordd-y-Blaenau be transferred from Llanfynydd Community Council to the settlement of Treuddyn. No other proposals were received from interested parties.

5.126 *Flintshire's proposal is that the external boundary should not be altered as it does not form a natural boundary as required by the guiding principle. It is considered that the current arrangements provide effective and convenient local government.*

Whitford Community Council

5.127 The community of Whitford is divided into two wards. The Carmel ward elects ten Councillors and the Whitford ward elects three Councillors. The overall membership of the Council is thirteen.

5.128 As part of the review process Flintshire identified an inconsistent ratio of electorate to Councillors across the wards.

5.129 During the review period no response was received from the Community Council and no other proposals were received from interested parties.

5.130 *Flintshire's proposal to address the inconsistent ratio of electorate to Councillors across the wards is that, the Carmel ward elect ten Councillors and the Whitford ward elect two Councillors. The overall membership of the Council would reduce from thirteen to twelve.*

<u>Ysceifiog Community Council</u>

5.131 The community of Ysceifiog has a membership of ten Councillors. As part of the review process Flintshire identified no anomalies.

5.132 During the review period Ysceifiog Community Council proposed that the current arrangements were satisfactory and that there should be no changes. No other proposals were received from interested parties.

5.133 *Flintshire's proposal is to agree with the Community Council as it is considered the current arrangements provide effective and convenient local government.*

6.00 Flintshire County Council's Draft Proposals

6.01 A table showing Flintshire's proposals are listed in Appendix 3.

7.00 Current Arrangements

7.01 A table showing the current arrangements of Town and Community Councils are listed in Appendix 4.

GUIDING PRINCIPLES

First Principle

To provide effective and convenient local government [Sec 54(1) of the Local Government Act 1972].

In considering this principle it is believed that local Town & Community Councils need to have a membership between seven as a minimum and twenty as a maximum and the following table to be used as a flexible guide.

Electorate	Suggested Councillor Allocation
0 -299	7
300 – 499	8
500 – 749	9
750 – 999	10
1000 – 1499	11
1500 – 1999	12
2000 – 3999	13
4000 – 5999	14
6000 – 8999	15
9000 – 11,999	16
12,000 +	17 - 20

Second Principle

To recognise that the different demands and issues between urban and rural communities will mean different levels of representation being appropriate.

This is reflected in the above table having an increased Councillor allocation for smaller electorates.

Third Principle

To consider the number and distribution of the local government electors in each community including any change in either, which is likely to take place within 5 years [Sch 11, para 4(3)(a) of the Local Government Act 1972]

For example, if a large residential development is likely to be implemented within 5 years it is likely to lead to an increase in the number of electors in that community.

Fourth Principle

In considering whether any town or community is to be divided into wards regard should be had to the questions whether [Sch 11, para 4(2) of the Local Government Act 1972] –

a)   ***The number or distribution of the local government electors for the town or community is such as to make a single election of town or community councillors impractical or inconvenient.***

      If it is impractical or inconvenient to have a single election of the town or community council that would support having separate wards within that town or community council.

b)   ***It is desirable that any area or areas of the town or community should be separately represented on the town or community council.***

      It may, for example, be desirable because a particular part of the town or community has a separate identity which should be reflected by it being a separate ward.

Fifth Principle

Where a town or community is being divided into wards regard will be had to the desirability of fixing boundaries which are and will remain easily identifiable [Sch 11, para 4(3)(b) of the Local Government Act 1972].

Examples of such boundaries are the course of a river or the route of a road.

Sixth Principle

Where a town or community is divided into wards regard should be had to any local ties which will be broken by the fixing of any particular boundaries [Sch 11, para 4(3)(c) of the Local Government Act 1972**.**

In fixing ward boundaries identifiable local ties should not be broken wherever this is practical.

Seventh Principle

Where a town or community is divided into wards to equalise as far as practical the number of electors in each ward.

This is to ensure fair representation on the Council.

Eighth Principle

Where a town or community is divided into wards for each ward to elect the same number of Councillors as far as practical.

This is to ensure fair representation on the Council.

Please note that the objective of the 7th & 8th principles is to have approximately the same ratio of electors to Councillors across the different wards that a Town or Community may be divided into. As long as this is achieved there does not need to be the same number of electors and Councillors in each ward.

List of who made a proposal during the first stage of the review	
Town / Community Councils	**County Councillors**
Argoed Community Council	Councillor N. Matthews, Gwernymynydd
Bagillt Community Council	Councillor C. Carver, Hawarden
Broughton & Bretton Community Council	Councillor T. Newhouse, Hope
Brynford Community Council	Councillor H. Bateman, Mold Broncoed
Buckley Town Council	Councillor C. Hinds, Penyffordd
Caerwys Town Council	Councillor D. Williams, Penyffordd
Cilcain Community Council	Councillor D. Wisinger, Penyffordd
Connah's Quay Town Council	Councillor C. Jones, Sealand
Flint Town Council	
Gwernaffield Community Council	**Local Residents**
Gwernymynydd Community Council	
Halkyn Community Council	Mr & Mrs. Harrison, Holywell
Hawarden Community Council	Mr. K. Corbett, Mold
Higher Kinnerton Community Council	Mr. J. Ellis, Mold
Holywell Town Council	
Hope Community Council	
Leeswood Community Council	
Llanasa Community Council	
Llanfynydd Community Council	
Mold Town Council	
Mostyn Community Council	
Nannerch Community Council	
Nercwys Community Council	
Northop Community Council	
Northop Hall Community Council	
Penyffordd Community Council	
Queensferry Community Council	
Saltney Town Council	
Sealand Community Council	
Shotton Town Council	
Trelawnyd & Gwaenysgor Community Council	
Treuddyn Community Council	
Whitford Community Council	

Ysceifiog Community Council	

Flintshire County Council's Draft Proposals

Town / Community	Ward	Electorate (1 May 2013)	Current No of Seats	Av. No of Electors per Cllr	Current No. of Seats per Council	Summary of Draft Proposals	Ward	Electorate (1 May 2013) amended	Proposed No of Seats	Av. No of Electors per Cllr	Proposed No. of Seats per Council
Argoed	East	1,647	5	329.4		Alteration to the warding arrangements	East	2,199	7	314.1	
	New Brighton	885	3	295.0		The new wards will need to be renamed	South				
	South	552	2	276.0			New Brighton				
	West	1,525	6	254.2	16	Reduction in Councillor numbers	West	2,410	7	344.3	14
Bagillt	East	1,501	7	214.4		No changes	East	1,501	7	214.4	
	West	1,643	7	234.7	14		West	1,643	7	234.7	14
Broughton and Bretton	East	858	2	429.0		Transfer properties in the Old Warren that is	North East	1,749	5	349.8	
	North	891	4	222.8		currently part of Penyffordd Community Council					
	South	2,845	8	355.6	14	Alteration to the warding arrangements	South	2,914	9	323.8	14
Brynford		853	10	85.3	10	No changes		853	10	85.3	10
Buckley	Bistre East	2,729	5	545.8		Increase the Councillor numbers.	Bistre East	2,729	5	545.8	
	Bistre West	3,370	6	561.7			Bistre West	3,370	5	674.0	
	Mountain	2,342	2	1171.0			Mountain	2,342	4	585.5	
	Pentrobin	3,736	5	747.2	18		Pentrobin	3,736	6	622.7	20
Caerwys		1,025	11	93.2	11	No changes		1,025	11	93.2	11
Cilcain	Cilcain	580	6	96.7		No changes	Cilcain	580	6	96.7	
	Rhydymwyn	565	6	94.2	12		Rhydymwyn	565	6	94.2	12
Connah's Quay	Central	2,523	5	504.6		Redistribution of councillors across the wards	Central	2,523	4	630.8	
	Golftyn	4,041	5	808.2			Golftyn	4,041	6	673.5	
	South	4,443	6	740.5			South	4,443	7	634.7	
	Wepre	1,760	4	440.0	20		Wepre	1,760	3	586.7	20
Flint	Castle	1,579	4	394.8		Reduction in Councillor numbers	Castle	1,579	3	526.3	
	Coleshill	3,130	5	626.0			Coleshill	3,130	5	626.0	
	Oakenholt	2,165	4	541.3			Oakenholt	2,165	4	541.3	
	Trelawny	2,767	5	553.4	18		Trelawny	2,767	5	553.4	17
Gwernaffield	Gwernaffield	784	6	130.7		No changes	Gwernaffield	784	6	130.7	
	Pantymwyn	832	6	138.7	12		Pantymwyn	832	6	138.7	12
Gwenymynydd		925	11	84.1	11	No changes		925	11	84.1	11
Halkyn	Halkyn	422	3	140.7		Alteration to the warding arrangements	Halkyn				
	Pentre Halkyn	931	4	232.8		The new ward will need to be renamed	Rhesycae				
	Rhesycae	297	2	148.5		Alteration to external boundary with Mold	Rhosesmor	1378	8	172.3	
	Rhosesmor	685	4	171.3	13		Pentre Halkyn	931	5	186.2	13
Hawarden	Aston	2,559	5	511.8		Reduction in Councillor numbers	Aston	2,559	4	639.8	
	Ewloe	4,218	4	1054.5			Ewloe	4,218	6	703.0	
	Hawarden	1,532	3	510.7			Hawarden	1,532	2	766.0	
	Mancot	2,718	5	543.6	17		Mancot	2,718	4	679.5	16
Higher Kinnerton		1,283	9	142.6	9	No changes		2,718	9	302.0	9
Holywell	Central	1,485	4	371.3		Reduction in Councillor numbers	Central	1,485	3	495.0	
	East	1,408	4	352.0			East	1,408	3	469.3	
	Greenfield	2,114	5	422.8			Greenfield	2,114	5	422.8	
	West	1,858	4	464.5	17		West	1,858	4	464.5	15
Hope	Caergwrle	1,289	6	214.8		Reduction in Councillor numbers	Caergwrle	1,289	5	257.8	

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Community	Ward	Electorate	Cllrs	Ratio	No.	Changes	Ward	Electorate	Cllrs	Ratio	No.
Leeswood	Hope	1,997	8	249.6	14		Hope	1,997	8	249.6	13
	Leeswood	1,365	11	124.1	13	No changes	Leeswood	1,365	11	124.1	13
	Pontblyddyn	239	2	119.5			Pontblyddyn	239	2	119.5	
Llanasa	Axton	826	4	206.5	13	Reduction in Councillor numbers	Axton	826	3	275.3	13
	Ffynnongroyw	1,542	6	257.0			Ffynnongroyw	1,542	6	257.0	
	Gronant	1,249	5	249.8	15		Gronant	1,249	5	249.8	14
Llanfynydd	Cefn y Bedd	409	4	102.3		Redistribution of Councillors across the wards	Cefn y Bedd	409	4	102.3	
	Cymau	392	2	196.0			Cymau	392	3	130.7	
	Ffrith	469	4	117.3			Ffrith	469	3	156.3	
	Pontybodkin	204	2	102.0	12		Pontybodkin	204	2	102.0	12
Mold	Broncoed	1,987	4	496.8		Alteration to the warding arrangements	Broncoed	1,880	4	470.0	
	East	1,520	4	380.0		Transfer properties from West to East ward,	East	2,047	4	511.8	
	South	2,126	4	531.5		South to West ward and Broncoed to South ward	South	1,935	4	483.8	
	West	2,029	4	507.3	16	Amendment to external boundary transfer 13 properties from Halkyn Community Council	West	1,822	4	455.5	16
Mostyn	Mostyn	1,011	9	112.3		Reduction in Councillor numbers	Mostyn	1,011	8	126.4	
	Rhewl	454	3	151.3	12		Rhewl	454	3	151.3	11
Nannerch		409	8	51.1	8	No changes		409	8	51.1	8
Nercwys		461	9	51.2	9	No changes		461	9	51.2	9
Northop	Northop	1,027	6	171.2		No changes	Northop	1,027	6	171.2	
	Sychdyn	1,468	7	209.7	13		Sychdyn	1,468	7	209.7	13
Northop Hall		1,274	11	115.8	11	No changes		1,274	11	115.8	11
Penyffordd		3,035	10	303.5	10	Amendment to external boundary transfer 26 properties from Penyffordd Community Council to Broughton and Bretton Community Council. Transfer 6 properties from Higher Kinnerton Community Council to Penyffordd Community Council and transfer 1 property from Leeswood Community Council to Penyffordd Community Council. Increase the Councillor numbers.		2,980	13	229.2	13
Queensferry	Pentre	132	2	66.0		Alteration to the warding arrangements	Pentre	570	5	114.0	
	Queensferry	438	4	109.5		The new ward will need to be renamed					
	Sandycroft	953	7	136.1	13	Reduction in Councillor numbers	Sandycroft	953	7	136.1	12
Saltney	Mold Junction	972	5	194.4		Reduction in Councillor numbers	Mold Junction	972	4	243.0	
	Stonebridge	2,759	9	306.6	14		Stonebridge	2,759	10	275.9	14
Sealand	East	900	4	225.0		Removal of the warding arrangement					
	West	1,303	8	162.9	12	Increase the Councillor numbers		2,203	13	169.5	13
Shotton	East	1,436	4	359.0		No changes	East	1,436	4	359.0	
	Higher	1,836	6	306.0			Higher	1,836	6	306.0	
	West	1,599	4	399.8	14		West	1,599	4	399.8	14
Trelawnyd & Gwaenysgor	Gwaenysgor	219	3	73.0		No changes	Gwaenysgor	219	3	73.0	
	Trelawnyd	498	6	83.0	9		Trelawnyd	498	6	83.0	9
Treuddyn		1,306	11	118.7	11	No changes		1,306	11	118.7	11
Whitford	Carmel	1,534	10	153.4		Reduction in Councillor numbers	Carmel	1,534	10	153.4	
	Whitford	356	3	118.7	13		Whitford	356	2	178.0	12
Ysceifiog		1,032	10	103.2	10	No changes		1,032	10	103.2	10
		118,061	441		441			117,307	436		436

CURRENT ARRANGEMENTS

Town / Community	Ward	Electorate (as at 1 May 2013)	Current No. of Seats (ward)	Current No. of Seats (Council)
Argoed	East	1,647	5	
	New Brighton	85	3	
	South	552	2	
	West	1,525	6	16
Bagillt	East	1,501	7	
	West	1,643	7	14
Broughton and Bretton	East	858	2	
	North	891	4	
	South	2,845	8	14
Brynford		853	10	10
Buckley	Bistre East	2,729	5	
	Bistre West	3,370	6	
	Mountain	2,342	2	
	Pentrobin	3,736	5	18
Caerwys		1,025	11	11
Cilcain	Cilcain	580	6	
	Rhydymwyn	565	6	12
Connah's Quay	Central	2,523	5	
	Golftyn	4,041	5	
	South	4,443	6	
	Wepre	1,760	4	20
Flint	Castle	1,579	4	
	Coleshill	3,130	5	
	Oakenholt	2,165	4	
	Trelawny	2,767	5	18
Gwernaffield	Gwernaffield	784	6	
	Pantymwyn	832	6	12
Gwernymynydd		925	11	11
Halkyn	Halkyn	422	3	
	Pentre Halkyn	931	4	
	Rhesycae	297	2	
	Rhosesmor	685	4	13
Hawarden	Aston	2,559	5	
	Ewloe	4,218	4	
	Hawarden	1,532	3	
	Mancot	2,718	5	17
Higher Kinnerton		1,283	9	9

Holywell	Central	**1,485**	**4**	
	East	**1,408**	**4**	
	Greenfield	**2,114**	**5**	
	West	**1,858**	**4**	**17**
Hope	Caergwrle	**1,289**	**6**	
	Hope	**1,997**	**8**	**14**
Leeswood	Leeswood	**1,365**	**11**	
	Pontblyddyn	**239**	**2**	**13**
Llanasa	Axton	**826**	**4**	
	Ffynnongroyw	**1,542**	**6**	
	Gronant	**1,249**	**5**	**15**
Llanfynydd	Cefn y Bedd	**409**	**4**	
	Cymau	**392**	**2**	
	Ffrith	**469**	**4**	
	Pontybodkin	**204**	**2**	**12**
Mold	Broncoed	**1,987**	**4**	
	East	**1,520**	**4**	
	South	**2,126**	**4**	
	West	**2,029**	**4**	**16**
Mostyn	Mostyn	**1,011**	**9**	
	Rhewl	**454**	**3**	**12**
Nannerch		**409**	**8**	**8**
Nercwys		**461**	**9**	**9**
Northop	Northop	**1,027**	**6**	
	Sychdyn	**1,468**	**7**	**13**
Northop Hall		**1,274**	**11**	**11**
Penyffordd		**3,035**	**10**	**10**
Queensferry	Pentre	**132**	**2**	
	Queensferry	**438**	**4**	
	Sandycroft	**953**	**7**	**13**
Saltney	Mold Junction	**972**	**5**	
	Stonebridge	**2,759**	**9**	**14**
Sealand	East	**900**	**4**	
	West	**1,303**	**8**	**12**
Shotton	East	**1,436**	**4**	
	Higher	**1,836**	**6**	
	West	**1,599**	**4**	**14**
Trelawnyd & Gwaenysgor	Gwaenysgor	**219**	**3**	
	Trelawnyd	**498**	**6**	**9**
Treuddyn		**1,306**	**11**	**11**
Whitford	Carmel	**1,534**	**10**	
	Whitford	**356**	**3**	**13**
Ysceifiog		**1,032**	**10**	**10**
Totals		**118,061**	**441**	**441**

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL

DATE: WEDNESDAY, 23 OCTOBER 2013

REPORT BY: CHIEF EXECUTIVE

SUBJECT: ELECTORAL REVIEW PROGRAMME

1.00   PURPOSE OF REPORT

1.01   To inform Members of the recently published ten year programme of electoral reviews.

2.00   BACKGROUND

2.01   The Local Government (Democracy) (Wales) Act 2013 requires the Local Democracy & Boundary Commission for Wales (LDBCW) to publish a 10 year programme of electoral reviews.

2.02   In February 2013 the LDBCW set about analysing the information it had obtained from principal Councils and the relevant factors considered necessary to develop a 10 year programme of electoral reviews for the 22 principal Councils in Wales.

2.03   In September the LDBCW published its electoral review programme and this is attached as appendix 1.

3.00   CONSIDERATIONS

3.01   The programme is based upon an assessment of the factors listed in paragraph 3 of appendix 1 but moving principal Councils up or down the order to take into consideration where a community review is underway or in the planning. The programme also reflects provision that has been made to provide enough time for Welsh Government or the Commission to produce an Order before an electoral review can commence.

3.02   For Flintshire the programme is for the LDBCW to commence its review of Flintshire in the last quarter of 2015, issuing draft proposals in mid 2016 and final proposals in mid 2017.

4.00   RECOMMENDATIONS

4.01   For Members to note the electoral review programme issued by the LDBCW.

5.00   FINANCIAL IMPLICATIONS

5.01   None as a result of this report.

6.00   ANTI POVERTY IMPACT

6.01   None as a result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report.

8.00   EQUALITIES IMPACT

8.01   None as a result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None as a result of this report.

10.00   CONSULTATION REQUIRED

10.01   Group Leaders consulted at a meeting held on the 3 October 2013.

11.00   CONSULTATION UNDERTAKEN

11.01   Group Leaders consulted at a meeting held on the 3 October 2013.

12.00   APPENDICES

12.01   Appendix 1 – LDBCW electoral review programme

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

None

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Comisiwn Ffiniau a
Democratiaeth Leol
Cymru

Local Democracy and
Boundary Commission
For Wales

ELECTORAL REVIEW PROGRAMME 2014

ASSESSMENT AND TIMETABLE

SEPTEMBER 2014

Introduction

1. The Local Government (Democracy) (Wales) Act 2013 requires the Commission to publish a ten year programme of electoral reviews.

2. In February 2013 the Commission set about analysing the information it had obtained from principal councils and the relevant factors considered necessary to develop a 10 year programme of electoral reviews for the 22 principal councils of Wales.

Assessment

3. It was decided that the factors used in the consideration of a programme of reviews would be:

    i.   Divergence from the Commission's Council Size Policy aim;
    ii.   Last electoral review Order;
    iii.   Last community review Order;
    iv.   Timing of the next planned/ongoing community review;
    v.   The electoral ward variance from the county average, with specific reference to;
        vi.   those above +/-50%;
        vii.   those between +/-25% and +/-50%;
        viii.   those below +/-25%; and,
    ix.   The number of existing electoral wards with more than 3 members.

4. In order to make an assessment based on these factors the Commission contacted the principal councils to gather data on electorates and their planning on future community reviews.

5. The information collected was collated in a spreadsheet. In order to develop a formula whereby an order of priority could be determined a points based RAG (red-amber-green) system was used. The factors where RAG was used and the determining parameters were as follows:

	R			A			G	
Factor	Points	Parameter	Points	Parameter	Points	Parameter
i.	3	Greater than +/-25%	2	Between +/-10% and +/-25%	1	Less than +/-10%
ii.	3	Pre 2003	2	Between 2003 and 2010	1	Post 2010
iii.	3	Pre 2003	2	Between 2003 and 2010	1	Post 2010
vi.	3	Any wards	2	N/A	1	No wards
vii.	3	Greater than 10%	2	Between 1% and 10%	1	No wards
viii.	3	Less than 75%	2	Between 75% and 90%	1	Greater than 90%
ix.	3	Greater than 10%	2	Between 1% and 10%	1	No wards

Note. Factor iv. does not appear in the above table as a planned/ongoing community review is taken into consideration in the timing of a review, not priority. Principle councils undertaking community reviews can be found in the programme at Appendix B.

6. A completed assessment table can be found at Appendix A. It should be noted that Ceredigion, Conwy, Gwynedd and Powys are predominantly highlighted in light blue.
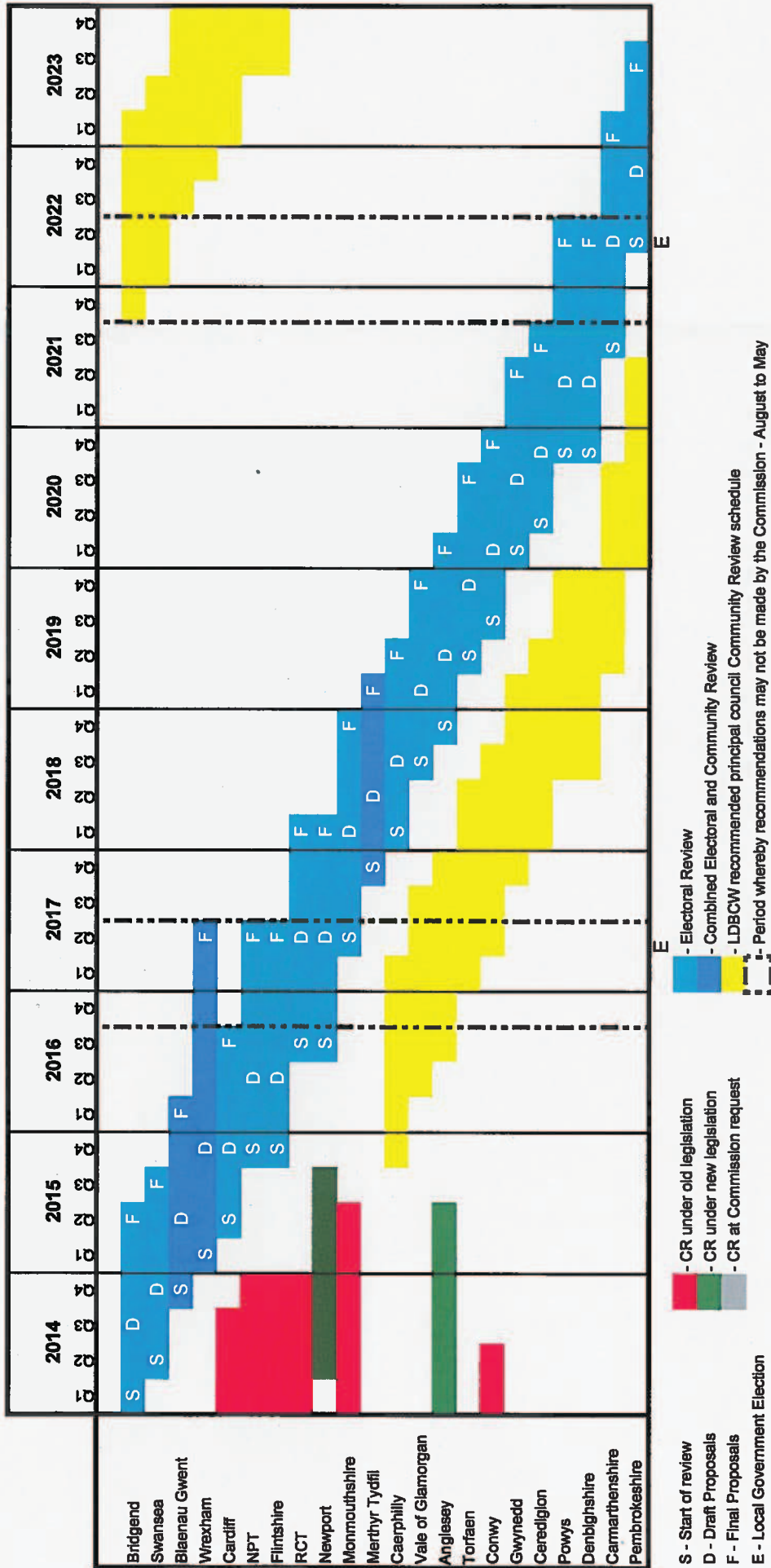
This indicates that new electoral review Orders are to be made by Welsh Government (WG) and the data is not relevant. It should also be noted that Carmarthenshire, Denbighshire, Pembrokeshire and Torfaen are predominantly highlighted in dark blue. The Commission are undertaking electoral reviews of these areas at present or have submitted recommendations to WG but no decision has been made.

Electoral Review Programme 2014 (ERP 2014)

7. The ERP 2014 can be found at Appendix B.

8. The programme is based upon the base data in the assessment table but moving principal councils up or down the order to take into consideration where a community review is underway or in the planning. The programme also reflects provision we have made to provide enough time for WG or the Commission to produce an Order before an electoral review can commence.

9. It should be noted that there is a short period between the reporting of the Commission on the Cardiff Community Review to WG and them drafting an Order. The Commission has discussed this with WG and they have assured us that an Order will be produced in a timely manner.

10. It should also be noted that the Wrexham Review would be a 'combined review' as the Commission is aware, through discussions with the principal council, of the need for community changes in the principal area which will also be necessary to conduct an effective electoral review. This has also elongated the review process by a quarter at each stage. This pause is extended by the period, set out in legislation, where we may not publish proposals before a local government election.

11. Furthermore, it should be noted that a request has been made to Newport City Council to ensure they undertake a review of communities prior to our electoral review in 2016. It may be that they request the Commission to do this on their behalf if they do not have the resources or the Commission *may* be able to undertake a combined review. Discussions with the Authority on the best way forward for both parties are continuing.

ELECTORAL REVIEW PROGRAMME 2014

S - Start of review
D - Draft Proposals
F - Final Proposals
E - Local Government Election

- CR under old legislation
- CR under new legislation
- CR at Commission request

- Electoral Review
- Combined Electoral and Community Review
- LDBCW recommended principal council Community Review schedule
- Period whereby recommendations may not be made by the Commission - August to May

Council	Members	Council Size Aim	Divergence from Council Size Aim %	Last electoral Order	Last community change	Electoral Wards	EWs variance > 50%	EWs % variance > 50%	EWs variance 25-50%	EWs % variance 25-50%	EWs variance 0-25%	EWs % variance 0-25%	No. EWs with >3 members	% EWs with >3 members	R	A	G	Formula	Overall ER Priority	Note
Isle of Anglesey	30	35	-14%	2012	2009	11	0	0%	0	0%	11	100%	0	0%	0	1	5	7	14	No changes to the electoral arrangements have been made
Blaenau Gwent	42	30	40%	n/c	2010	16	0	0%	2	13%	14	88%	1	6%	3	2	1	14	4	No changes to the electoral arrangements have been made
Bridgend	54	46	17%	1998	2009	39	3	8%	12	31%	24	62%	1	3%	4	2	0	16	1	
Caerphilly	73	60	22%	1998	2012	33	0	0%	3	9%	30	91%	2	6%	1	3	2	11	12	
Cardiff	75	75	0%	1998	2009	29	1	3%	2	7%	26	90%	5	17%	3	1	2	13	8	Butetown over 100% from the county average. Community Review underway
Carmarthenshire	74	75	-1%	1998	2008	58	1	2%	11	19%	46	79%	0	0%	0	0	1	1	20	LDBCW Review underway
Ceredigion	37	38	-3%	2013*	2008	40	4	10%	12	30%	24	60%	0	0%	0	0	2	2	17	New Order awaited
Conwy	57	46	24%	2013*	2009	38	0	0%	10	26%	28	74%	1	3%	0	1	3	3	15	New Order awaited
Denbighshire	47	47	0%	1998*	n/c	30	0	0%	3	10%	27	90%	0	0%	0	0	1	20	20	LDBCW Further (limited) review submitted to WG on 1 August 2013. Decision awaited.
Flintshire	70	61	15%	1998	2008	57	1	2%	13	23%	43	75%	0	0%	0	2	1	14	4	Community Review underway
Gwynedd	66	61	8%	2013*	2007	71	4	6%	28	39%	39	55%	0	0%	0	0	2	2	17	New Order awaited
Merthyr Tydfil	33	30	10%	n/c	n/c	11	0	0%	2	18%	9	82%	3	27%	3	1	2	13	8	No changes to the electoral arrangements have been made
Monmouthshire	43	46	-7%	2002	2002	43	0	0%	8	19%	34	79%	0	0%	3	1	1	13	8	Community Review underway
Neath Port Talbot	64	56	14%	n/c	n/c	42	1	2%	16	38%	25	60%	1	5%	4	1	1	15	2	No changes to the electoral arrangements have been made. Community Review underway
Newport	50	49	2%	2002	2002	20	0	0%	8	40%	12	60%	1	5%	3	1	2	8	8	Electoral statistics based on 2012
Pembrokeshire	60	61	-2%	1998*	2011	60	2	3%	17	28%	41	68%	0	0%	0	1	1	1	20	LDBCW Review underway
Powys	64	67	-4%	2013*	2008	73	6	8%	26	36%	41	56%	0	0%	0	0	2	2	17	New Order awaited
Rhondda Cynon Taf	75	75	0%	1998	2011	52	2	8%	15	29%	35	63%	0	0%	4	1	1	14	4	Two unresolved anomalies (Aberaman and Aberdare). Community Review underway
Swansea	72	75	-4%	1998	2011	36	2	6%	7	19%	27	75%	6	17%	4	0	1	2	2	
The Vale of Glamorgan	47	51	-8%	2002	2010	17	0	0%	1	6%	16	94%	5	29%	2	1	3	11	12	
Torfaen	39	30	30%	2002*	2013*	24	0	0%	7	29%	17	71%	0	0%	1	0	3	3	15	LDBCW electoral review on hold; awaiting community review Order
Wrexham	52	54	-4%	1998	2009	47	1	2%	11	23%	35	74%	0	0%	4	0	2	14	4	

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL

DATE: WEDNESDAY, 23RD OCTOBER 2013

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: OVERVIEW & SCRUTINY ANNUAL REPORT

1.00   PURPOSE OF REPORT

1.01   To enable the Council to approve the Annual Report of the Overview & Scrutiny function for the 2012/13 municipal year.

2.00   BACKGROUND

2.01   Article 6.03(d) of the Council's Constitution provides that 'Overview & Scrutiny Committees must report annually to full Council through the Constitution Committee on their workings and make recommendations for future work programmes and amend working methods if appropriate'.

2.02   A draft copy of the Annual Report was considered and approved by the Constitution Committee at its meeting on the 17 July, 2013.

3.00   CONSIDERATIONS

3.01   A copy of the final version of the report as approved by the Constitution Committee is attached at Appendix 1.

4.00   RECOMMENDATIONS

4.01   That the County Council approves the Overview & Scrutiny Annual Report for the 2012/13 municipal year.

5.00   FINANCIAL IMPLICATIONS

5.01   None arising directly from this report.

6.00   ANTI POVERTY IMPACT

6.01   None arising directly from this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None arising directly from this report.

8.00   EQUALITIES IMPACT

8.01   None arising directly from this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None arising directly from this report.

10.00   CONSULTATION REQUIRED

10.01   Not applicable.

11.00   CONSULTATION UNDERTAKEN

11.01   Publication of this report constitutes consultation.

12.00   APPENDICES

12.01   Appendix 1 – Overview & Scrutiny Annual Report 2012/13

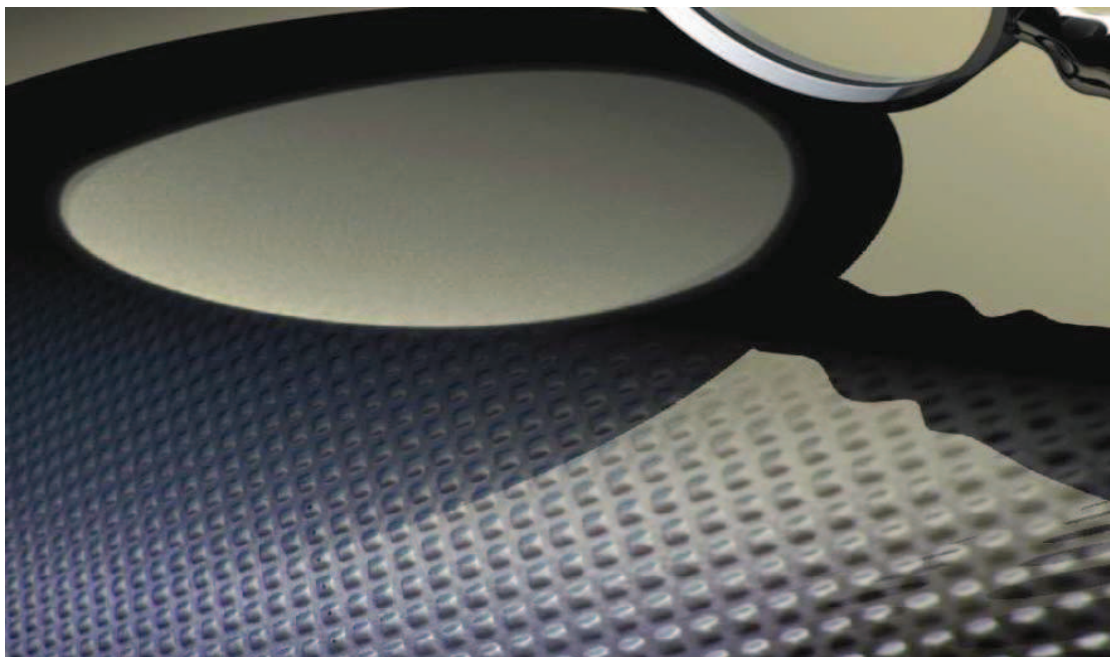**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS**

None.

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Report of the
Overview&Scrutiny
Committees

Annual Report

MAY 2012 TO APRIL 2013

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

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Contents

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<u>Foreword</u>

As chair of the Constitution Committee it is with great pleasure that I write to introduce the Overview & Scrutiny Annual Report for 2012/13. This gives account of the work which has been undertaken in our six overview & scrutiny committees, and show how effectively the overview & scrutiny function contributes to effective corporate governance.

The traditional committee system, where many of us cut our political teeth had developed over more than a century. The current system, combining cabinet as the decision makers with overview & scrutiny as challengers, monitors and examiners, has only been operating for just over a decade. In that time, however, huge strides have been made.

Making effective changes is hard work, and in the initial stages we recognised that there was too much of an air of 'them and us' about the relationship between the Cabinet and the Overview & Scrutiny members. Now the benefits of effective overview & scrutiny to underpin the work of the cabinet are recognised: within our committees is the capacity to test the validity of new policies, to examine them thoroughly before they are considered by the Cabinet.

For Scrutiny to do its job properly members must be pro-active in selecting topics for review. The members of the overview & scrutiny committees have such a range of knowledge and life experience that they are able to make a significant contribution to the process.

The Local Government (Wales) Measure 2011 has put into legislation much that we in Flintshire have long recognised as good practice and put into place. I like to think that we were at the forefront to effective overview and scrutiny in the early years and have not relinquished this despite the reduction in resources over the years. We still recognise that effective scrutiny needs effective support.

I would like to take this opportunity to thank everyone has been involved in the scrutiny process, whether as an external or internal contributor, a scrutiny member or as one of the officers. The whole is very much greater than the sum of its parts.

Cllr Robin Guest,
Chair of the Constitution Committee.

OVERVIEW & SCRUTINY – A CABINET PERSPECTIVE

I believe that this is the first time that the Leader of the Council has been asked to make an introduction to the Annual Report of the Overview & Scrutiny function in Flintshire. I was pleased to be asked, because I know the benefits of effective overview & scrutiny and how it contributes to effective corporate governance, and thus I am more than happy to comment on it.

In the last year, we have made great use of our overview & scrutiny committees to test the validity of new ideas and, in the case of Corporate Resources, to comment on the monthly budget position, before that same report is submitted to Cabinet.

Thus overview & scrutiny offers a counter-balance to the Cabinet, contributing the collective wisdom of its members to the issues which face us. Whether it is in Corporate Resources, where as the cabinet member for finance I am able to discuss the budget position with my fellow councillors, or at another committee, where we might be contributing to discussions on a new policy, I know that we are all going to benefit from the experience: there is a wealth of knowledge amongst our members.

One of the principal roles of Overview & Scrutiny is to hold the cabinet to account, which could easily become an adversarial relationship. I much prefer to think of overview & scrutiny as being a critical friend – where the relationship is strong enough not to be afraid of saying the right thing when it needs to be said. We have sufficient political maturity to recognise that each elected member has a different part to play in ensuring that Flintshire strives to be as good as it can be. No mean feat in the challenging times we have faced and which we shall continue to face for the foreseeable future.

Cllr Aaron Shotton,
Leader of the Council

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OBSERVATIONS FROM THE CHIEF EXECUTIVE – COLIN EVERETT

Overview and Scrutiny in Flintshire has continued to mature and develop over the last year and performs an effective 'check and balance' in accountability for the transparency of decision-making, the use of public money and in the performance of local services and partnerships.

Overview and Scrutiny Committees have developed internal expertise, and often concentrate their energy on specific reviews of key services and topical issues. Having the expertise gives confidence and purpose for members to explore and challenge; concentrating energy gives members some real reward as they can see tangible results for their work. Through specific reviews organised on a 'workshop' or 'task and finish' basis we have seen big changes and improvements in many services and functions. This work adds real value to policy development and service improvement over and above the basic constitutional role of being a 'check' on accountability for performance of the executive functions of the Council.

Flintshire is recognised by external regulators as a progressive and performing Council; Overview and Scrutiny has played its part in getting us to this positive position.

The recent sharing of ideas and expertise with neighbouring councils, facilitated by the Wales Audit Office, has helped generate ideas for how to make the scrutiny function develop further.

The Council is continuing to modernise and improve its systems for performance reporting, scrutiny and management. A more 'outcome-based' new style Improvement Plan for 2013-14 is evidence of this. The system for quarterly reviews of performance, assessing and protecting against risk, and business continuity, are resilient. Overview and Scrutiny has contributed to the development of these systems as well as their effective operation, and elected members have developed their expertise and skills in knowing how to understand and challenge services and their performance. Member guided 'turnarounds' in the performance of some services is evidence of this.

We have extended the remit of Overview and Scrutiny into the work of partners and partnerships and the changing world of collaboration within the public services. This work has contributed to improving the governance and performance of partnerships. The adopted protocol for collaborative projects with other councils and public services partners ensures that the 'business cases' for new collaborations have a rigorous challenge before they are adopted, and that the transition to the new is well managed.

The Overview and Scrutiny function is well-placed to support the Council through the difficult times ahead with growing demand for key services and national reductions on funding for local government and local services.

OVERVIEW & SCRUTINY AND OFFICER SUPPORT

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, following the County Council elections in May 2012, it has been styled 'the Cabinet' and in 2012/13 was made up of 8 Councillors including the Leader, Deputy Leader and 6 Cabinet Members. The overview & scrutiny function was established to hold the Cabinet/Executive to account for its decision, and contribute to evidence-based policy making in the council, as well as monitoring performance. Overview & Scrutiny do not make decisions, but they can make recommendations to the Cabinet or full council. Flintshire has also always placed a positive emphasis on overview & scrutiny engaging with external organisations, using the general powers available under section 21 (2) (e) of the Local Government Act 2000.

The Welsh Local Government Association (WLGA) continues to provide a range of support services to assist with the development of overview & scrutiny in Wales including bespoke support for individual authorities, production of publications and the facilitation and coordination of Regional and National Scrutiny Champions Networks.

The roles of overview & scrutiny outlined in the National Assembly for Wales Guidance on Executive & Alternative Arrangement 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 implemented;
- 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 2012/13 we had 6 Overview & Scrutiny Committees as illustrated below:-

Social & Health Care | Corporate Resources | Environment | Community Profile & Partnerships | Housing | Lifelong Learning

The support which Overview & Scrutiny enjoys from officers across the Council is essential to ensure its smooth and effective running.

OVERVIEW & SCRUTINY SUPPORT

The Scrutiny Team are:-

- ❖ Robert Robins – Member Engagement Manager

- ❖ Margaret Parry-Jones – Overview & Scrutiny Facilitator

- ❖ Ceri Owen – Overview & Scrutiny Facilitator (who joined the team from February, 2013)

- ❖ Janet Kelly – Overview & Scrutiny Support Officer

Samantha Roberts, the facilitator for the Environment and Housing Overview & Scrutiny committees left the Council in September 2012.

The team are an independent resource supporting the scrutiny function and its Members. The Team's main responsibility is to ensure that the scrutiny process is effective. Other responsibilities include:-

- ❖ Advising on the strategic direction and development of the scrutiny function;

- ❖ Co-ordinating the work programmes for the six Overview & Scrutiny Committees;

- ❖ Advising, supporting and assisting in the development of scrutiny members;

- ❖ Undertaking research and information analysis to help inform reviews;

- ❖ Producing reports and presentations on behalf of members;

- ❖ Offering independent advice and guidance in relation to policy development and performance management;

- ❖ Acting as a key contact point to members, officers, external organisations and the public in relation to scrutiny matters; and

- ❖ Facilitating task & finish groups.

COMMUNITY PROFILE & PARTNERSHIPS OVERVIEW & SCRUTINY COMMITTEE

Chairman –
Cllr Brian Dunn

Vice-Chair –
Cllr Robin Guest

This committee was set up following the 2010 review of the overview & scrutiny committee structure, and the terms of reference were designed to give this committee a more 'outward facing' approach than the other five committees. In so doing, we were anticipating the implementation of the new powers given Local Authorities in the Local Government (Wales) Measure 2011. Flintshire has always placed a positive emphasis on overview & scrutiny engaging with external organisations, using the general powers available under section 21 (2) (e) of the Local Government Act 2000.

Given the external emphasis of this committee, it became the Council's statutory crime & disorder committee as required under the Crime & Disorder (Overview & Scrutiny) Regulations 2009, instead of the former Corporate Management Overview & Scrutiny Committee. In that role, we have received regular reports on the creation of the Police & Crime Commissioners and Police & Crime panels .This culminated in the invitation to the newly elected Police & Crime Commissioner for North Wales, Mr Winston Roddick QC to attend our April meeting. Another element of our crime & disorder role was the presentation by the Domestic Abuse Safety Unit.

In terms of the committee's role in monitoring the Authority's 'community profile', we have invited and considered presentations on the Community Strategy and Local Service Board, Strategic Partnerships Performance and the Community Endowment Fund. We have also considered and commented on the Authority's proposals for an Armed Forces Community Covenant, which it is intended will be signed in the summer of 2013.

The guidance on who would become 'designated persons' under the Local Government (Wales) was not issued during the year, a source of great frustration to our Members and which has resulted in representations being made to the Minister for Local Government. We have been keen to be able to show to potential 'designated persons' that appearing at an Overview & Scrutiny Committee would be a beneficial process. And so have continued with our programme of external engagement. Thus the Committee has invited the North Wales Fire & Rescue Service and the Flintshire Local Voluntary Council to attend meetings which have been mutually beneficial. The outreach

director at Clwyd Theatr Cymru also attended to give a presentation on the Theatre for Young People programme

During 2012/13, our Scrutiny Officers have attended meetings of the National Scrutiny Network where discussions have been held around the guidance from the Welsh Government on 'designated persons'. All Scrutiny Officers present were keen for this guidance to be published as soon as possible to give greater emphasis on building relationships with organisations in the future.

Councillor Brian Bunn

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Chairman –
Cllr Richard Jones

Vice-Chair –
Cllr Clive Carver

The nature of its remit, covering the corporate core of the Council but also the overview for its activities means that the Corporate Resources Overview & Scrutiny Committee can seem to have a greater number of items than any other Overview & Scrutiny Committee. At each scheduled monthly meeting there is a budget monitoring item which mirrors the report to be submitted to Cabinet. This means that comments and /observations made by Members of the Committee can be reported to Cabinet the following week. The budget monitoring reports provide monthly information on the General Fund, Housing Revenue Account and both Revenue and Capital. Suggestions on how these reports could be improved, including how budget variances within each department are reported, have been implemented.

Other regular items include the Quarterly Performance reports where the four corporate heads of service or their representatives provide an insight into the progress being made within Finance, Human Resources & Organisational Development, ICT & Customer Services and Legal & Democratic Services.

As the 'finance' scrutiny Committee, Corporate Resources also leads on the scrutiny responses to budget proposals and during January 2013 held a number of meetings to fulfil that function. A great emphasis is placed on the need for a transparent process with all Members being given the opportunity to challenge and suggest changes to the budget proposals.

The Leader of the Council, Chief Executive and Head of Finance provided an overview of the Medium Term Financial Strategy (MTFS) and Medium Term Financial Plan (MTFP) and advised of ongoing development work during a meeting of the Committee on the 12 July, 2012. The presentation set out how the Council's priorities were being developed prior to announcement of the provisional settlement from the Welsh Government (WG) and how the Committee could play its part in ensuring robust financial strategies were in place.

The Head of ICT and Customer Services introduced a report to provide the Committee with an overview of the Flintshire Futures programme and mid year progress report. The Council had developed the Flintshire Futures

Programme as its corporate programme for modernising and transforming the organisation and to make best use of its resources and secure efficiencies. The report was the subject of detailed consideration and constructive challenge with the Committee recommending that all five Flintshire Futures work streams (Assets, Customers, Finance, Procurement and Workforce), become the subject of separate reports to future meetings of the Committee.

Representatives of the Wales Audit Office attended the Committee to present the Council's Improvement Assessment Letter from the Auditor General for Wales. The assessment had been undertaken to establish whether the Council was working effectively and efficiently. The Leader of the Council and Chief Executive welcomed the report which overall presented a 'clean bill of health'. The report was the subject of detailed consideration and constructive challenge, with both Members of officers offering their insight into particular aspects of the report. The report was also considered by the Audit Committee, Cabinet and full Council.

Cllr Richard Jones

ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

**Chairman –
Cllr Matt Wright**

**Vice-Chair –
Cllr Nancy Matthews**

The challenges facing both the environment and the local economy continue to increase and ensuring that services are provided in a well planned, timely and effective manner to meet those challenges are a really important part of the work of the Environment Overview & Scrutiny Committee.

The Committee keep an eye on key areas of service delivery through quarterly performance reporting. Each quarter we focus on 3 areas and invite the relevant Service Managers to come to the meeting to present their reports and answer questions. This approach enables Members to question Cabinet members and officers in detail regarding trends, pressures and priorities.

This has resulted in a number of requests for additional information including:-

- The possibillity of an Energy Switching Scheme
- Winter maintenance
- Recycling Income
- Asset Management
- Planning
- Town Centre Action Planning
- Deeside Enterprise Zone

The Streetscene review

The Committee have been involved in the review since 2010 when a Streetscene Task & Finish group was set up by the Environment O & S Committee to work with officers in developing proposals for integrating services to form a single and consolidated Streetscene operation. Their work continued into 2011/12 and the work came into fruition when the new service was launched in March 2012.

Over the last 12 months the Committee have taken an active interest in how Streetscene has embedded and have visited the Alltami site and the Call Centre to talk to staff. In October we received a report on the progress made

by the service since the launch, including feedback and comments on the new service and on the objectives of why the original project had been undertaken.

- Improving Customer Access to the Service – All Streetscene services are now accessed by a single telephone number or via a dedicated webpage. The majority of member Concerns had related to the time taken to answer calls rather than the concept or operation or the new service. We were told that the position had improved and it was anticipated that service performance targets set would be achieved.

- Raising Public Awareness of the Service – Call volumes into the contact centre have remained strong with calls to the original contact numbers reducing.

- Operational Changes to deliver a joined up Service – The generic operational contract now delivers a flexible, multi-skilled workforce who can work across the full service area enabling far greater coordination and efficiency. The arrangements have also lowered the requirement to employ agency staff and have given staff a broader job role and more job satisfaction.

- Standards – Members had set challenging targets for Streetscene. The report we received indicated that the standards generally had been achieved and that once operations had stabilised all would be achieved.

The Committee congratulated everyone involved on the progress made and were pleased that the saving's target for the 2011/12 financial year of 0.250m and 0.500m per annum thereafter had been achieved. The Committee will continue to monitor Streetscene over the coming months.

Regional developments

Members of the Committee are kept up to date with important regional developments and key issues affecting Flintshire including the North Wales Residual Waste Treatment Project and the Sub-Regional Food Waste Project.

Cllr Matt Wright

HOUSING OVERVIEW & SCRUTINY COMMITTEE

**Chairman –
Cllr Ron Hampson**

**Vice-Chair –
Cllr George Hardcastle**

The challenges facing council tenants continue to increase following the introduction of the welfare reforms and how best the Council can meet those challenges is a really important part of the work of the Housing Overview & Scrutiny Committee.

The Committee received a report at its meeting on the 23 January, 2013 which provided an update on the work in progress to develop and implement a range of measures that will help mitigate the full negative impact of the welfare reforms from falling upon vulnerable households. The report also sought to ensure that the Local Authority's statutory homelessness duties would be fulfilled as cost effectively as possible. This report was the subject of detailed consideration with the Committee seeking to ensure that council tenants were supported as much as possible.

The Committee also received a report on Discretionary Housing Payments (DHP) 2013/14 at its meeting on the 21 March, 2013. The purpose of the report was to seek the Committee's views on the revised Policy for 2013/14. During the meeting the Committee were informed on the background to the DHP and following discussion the Committee supported the revised Policy with its views being reported to Cabinet in April, 2013.

The Committee continues to monitor performance levels within the Housing Service areas through the Quarterly Performance reports and updated on the repairs and maintenance service. This provides the Committee with the opportunity to praise the workforce where improvements have been made and monitor areas where improvement was needed.

The Director of Community Services introduced the revised Private Sector Housing Renewal & Improvement Policy to the Committee at its meeting on the 27 June, 2012. This followed the work of the Task & Finish Group which provided valuable contributions to the formation of the Policy. Following consideration of the Policy the Committee supported the revised Policy which was later adopted by Cabinet and continue to receive update reports on the delivery of the Policy

The Committee received a presentation from the Director of Community Services and Head of Housing on the Draft Flintshire Local Housing Strategy 2012-17. The main features of the presentation were:-

- Achievements in 2011-12
- Objectives such as more housing and choice, improvement homes and communities and better services
- Next steps

The Strategy had been jointly written with Wrexham County Borough Council, which had a similar housing profile and demographic trends to Flintshire. This partnership shared resources and highlighted opportunities for joint working in line with the Welsh Government's principles and the Housing White Paper's promotion of effective regional collaboration. Following consideration of the Strategy, the Committee endorsed the proposals contained within it.

Further topics considered by the Committee are detailed within the Appendix to the report.

Cllr Ron Hampson

LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE – MEETING AT YSGOL CAE'R NANT, CONNAH'S QUAY

Chairman –
Councillor Ian Roberts

Vice-Chair –
Mr. David Hytch

Following a discussion about the Forward Work Programme of the Committee which contained an item on School Meals, the Committee accepted a suggestion from the Chairman that Members should sample a school meal and in doing so; visit one of Flintshire's new schools, Ysgol Cae'r Nant/Brookfield Primary School in Connah's Quay. The Committee also decided to invite the School Council to address the Committee on their school meals service.

Following the Committees arrival at the school, Members and officers were invited to sample the school meal which the school children had been offered earlier in the day. The Committee all enjoyed the school meal and thanked the catering staff.

Following the school meal, the Committee were invited by the Headteacher, Mrs. Fox-Parry, to take a tour of the school which opened in September, 2012. The Committee commented on the excellent facilities at the school and happily engaged with the children who were keen to share their work with the Committee during the tour.

Following the tour, the Committee were invited to the studio room where the meeting started at 2.00 p.m. The School Council had been invited to address the Committee on their school meal service and this had been included as the first item on the agenda.

The School Council members were:-

  - ❖ Ben Kendrick
  - ❖ Ethan Henning-Pearman
  - ❖ Harry Gorst
  - ❖ Ffion Cooper
  - ❖ Matthew Dodd
  - ❖ Adam Woosey

The School Council gave a presentation to the Committee on the outcome of a survey that had undertaken of the view of the school children on their school meal service. The School Council then answered a number of questions from the Committee and was thanked for giving an excellent presentation.

Following the meeting, the Chairman wrote to each member of the School Council individually thanking them for the presentation which the Committee had felt was interesting, informative, very well researched and very well delivered. The Chairman also wrote to the Headteacher thanking her and all the staff at the school for making the Committee feel most welcome.

The Lifelong Learning Overview & Scrutiny Committee hopes to hold a number of their future meetings at various venues across Flintshire as appropriate.

Cllr Ian Roberts

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Chair –
Cllr Carol Ellis

Vice-Chair –
Cllr Cindy Hinds

The Social & Health Care Overview & Scrutiny Committee has had a busy 12 months and has scrutinised a wide range of topics. Here is a flavour of some of the items considered.

Joint Working

The drive towards joint working as a key to efficiency has resulted in the committee being actively involved in scrutinising regional collaborative projects. The Regional Commissioning, Procurement and Monitoring hub for high cost, low volume residential placements in social care/ health and education is unique in Wales and serves the six local authorities and the Betsi Cadwaladr University Health Board. In February we received a report on the progress achieved by the regional hub since it became operational in October 2012. The Committee had supported the establishment of the hub in Feb 2012 subject to adequate governance arrangements being in place to allow for sufficient scrutiny. Members were delighted that annual cashable savings of £298.000 had been realised across the North Wales region. Other regional/sub-regional services that we have scrutinised include that the North Wales Adoption Service and the Emergency Duty Team.

Health Care in North Wales is Changing

The Social & Health Care O & S Committee held a special meeting to enable Members to look at the proposals put forward by the Betsi Cadwaladr University Health Board. Due to the huge importance and potential impact of the proposals on all Flintshire residents we opened up the meeting to all Members of the Council. Several Members of the public attended the meeting too. We arranged for Senior officers of the Trust to come along to ensure that Members had an opportunity to engage in a meaningful discussion particularly concerning local issues. One of the issues was the proposals to introduce a Community Care Model for home enhanced care. Members were particularly concerned around the impact of the loss of beds in the community hospitals, the impact on carers, and the potential impact on the social care budget in Flintshire.

National Developments

The Committee have also been kept informed about developments nationally e.g. Social Services Bill, the Welfare Reform Act and the Mental Health Measure and the Carers Strategy Measure. All of these aim to improve the well-being outcomes for people who need care and support and their carers.

Comments, Compliments and Complaints

The committee receive a report annually on Comments, Compliments and Complaints received by Social Services for Adults and Children. The report gave Members an opportunity to consider the complaints received, the wide variety of methods used for putting complaints right, and importantly that Members were given assurances that complaints are dealt with effectively and that lessons learnt are acted upon to improve service delivery.

Safeguarding

Members considered the Flintshire's Annual Adult protection Monitoring report which detailed the activity and developments within Adult Safeguarding. There had been an increase in referrals to 250 compared with 212 cases in the previous year. Members were given assurances that checks were made to see if any alleged perpetrators had previous records and if evidence was found this would be discussed and that trend analysis of cases was also undertaken. Concern was expressed regarding the high number of alleged abuse by independent sector staff in the home and care home setting. Officers advised that the increase in referrals reflects the increased awareness of adults safeguarding in society, prompted by high profile cases such as the Winterbourne View Inquiry. Members welcomed the additional £45,000 for 2012-13 with full year effect of £90,000 for future years due to a pressure bid agreed by the Council demonstrating the high priority given to Adult Safeguarding. Safeguarding will continue to be a high priority for scrutiny especially following the findings of the Francis Inquiry and the need to drive up the quality of care and safeguarding across the health and social care sectors.

Members of the Committee also undertake Rota Visits which gives an opportunity to visit social care establishments and are focused on the wellbeing of service users.

Cllr Carol Ellis

LIFELONG LEARNING PLAYSCHEME TASK AND FINISH GROUP

Membership:-

Councillor Marion Bateman
Councillor Ron Hampson
Councillor David Mackie
Councillor Nancy Matthews
Councillor Carolyn Thomas

The task group was set up in January 2013 following consideration by the Lifelong Learning Overview & Scrutiny Committee of the 'Leisure Strategy 2009-2014' and a suggestion that a task group be formed by a small number of Members to consider the arrangements for play schemes for 2013 and beyond.

The task group has met on four occasions with the first meeting held on the 15 January, 2013 at Deeside Leisure Centre. During this meeting the group discussed and agreed their specific objectives and emphasised the importance of good partnership working with Town and Community Councils. The group also felt that it was important that a generic and fair view be taken when considering the best options available within the budget constraints to provide play provision across the County.

During a meeting of the group held on the 18 January, 2013, Members considered the responses from Town and Community Councils on the proposed changes to arrangements for play schemes in 2013. Following discussions the group agreed that it would not be appropriate to suggest specific times and a location for play scheme sessions as it was for local determination based on local need. The group also agreed that a 3 week scheme would be appropriate and that extra funding would be requested to support match funding for areas which had a higher population density or extreme rurality.

At its final meeting prior to the 2013/14 budget being set, the group unanimously proposed that:-

> **Having considered the available evidence the Group proposed that Town & Community Councils who were keen to increase the compliment of Playscheme sites in their area above the 2 offered are given the opportunity to increase the provision through match funding. The importance of maintaining positive relationships and working in partnership with Town & Community Councils was emphasised.**
>
> **Following discussion it was agreed to recommend a pressure bid of up to £11,700 to support match funding for Town & Community Councils in areas that have schemes which appear to be in jeopardy for 2013.**

The group's proposal was put forward by the Chair, Councillor Carolyn Thomas and seconded by Mr. David Hytch during the budget meeting of the Lifelong Learning Overview & Scrutiny Committee held on the 25 January, 2013. This proposal was supported by the Committee and also at County Council on the 1st March, 2013 during consideration of the Council Fund Revenue Budget 2013/14.

Following the Council's adoption of the Revenue Budget 2013/14, the Group reconvened on the 26 April, 2013 with Councillor David Mackie Chairing the meeting. The purpose of this meeting was to enable the Group to consider recommendation for the 2014 Summer Playscheme. During the meeting the Group felt that before making any recommendations for the 2014 Summer Playscheme, feedback was needed from parents on the changes introduced to the scheme for 2013 in order to assess the impact this may have had on children/families. Following discussion the Group proposed:-

> **That following collation of feedback from users of the Summer Playscheme 2013, a further meeting of the Task and Finish Group would be arranged for sometime in September, 2013 to consider the feedback and proposals for the 2014 Summer Playscheme.**
>
> **It was also agreed that if a decision around the level of funding for the 2014 Summer Playscheme were required earlier than September, 2013, Lawrence Rawsthorne and the Facilitator would contact the Group to organise a meeting at an earlier date.**

Further updates will be provided to the Lifelong Learning Overview & Scrutiny Committee in due course.

PROTOCOLS FOR PUBLIC ENGAGEMENT WITH OVERVIEW & SCRUTINY

From the outset, public engagement has been recognised as an essential for effective Overview & Scrutiny. Flintshire has had a number of initiatives for public engagement, including a facility on our website since 2003 to enable members of the public to suggest topics for Overview & Scrutiny, together with our officers attending meetings of town and community councils, school sixth forms and the Over-50s forum.

The Local Government (Wales) Measure 2011 and the Guidance arising from that have recommended that Local Authorities develop Four Protocols to assist in the consistent application of public engagement practices.

A report titled 'Four Protocols for Public Engagement with Overview & Scrutiny' was presented to the Constitution Committee at its meeting on the 30 January, 2013. The Constitution Committee were asked to consider and agree the following four draft public engagement protocols:-

❖ Public speaking arrangement at Scrutiny Committee / joint Overview & Scrutiny Committees (to include call in);

❖ Public involvement in sub-committee and all Task & Finish Group meetings;

❖ Managing a request for Scrutiny (including Petitions); and

❖ Dealing with requests for public co-option.

Following discussion, the Constitution Committee agreed the Protocols for use in engaging with the public.

WALES AUDIT OFFICE SCRUTINY IMPROVEMENT STUDY

The Wales Audit Office recognises that Scrutiny has a key role in promoting improvement, efficiencies, and collaboration across public services. The changes brought about following the Local Government elections in May 2012, the introduction of the Local Government Measure 2011, together with improving self-scrutiny and regulation, meant that it was considered timely for the Wales Audit Office to work with Local Government to support and develop stronger Scrutiny arrangements.

The Auditor General in his letter to Chief Executives on the 13 March 2012 stated that he planned to conduct a number of all-Wales improvement studies each year, focusing on those issues that most hinder transformation and give rise to the greatest efficiencies. He aimed to identify areas of common learning that will support councils' efforts to improve and help resolve some of the tensions between central and local government that often impede progress.

As a result the Wales Audit Office Regulatory Programme this year includes an Improvement Study on Scrutiny. This has taken place in all councils across Wales. The proposals for Flintshire were put to the Constitution Committee in the autumn and the Flintshire Learning Exchange Team was identified: Cllr Billy Mullin, the cabinet member for Corporate Management, Cllr Richard Jones, the Chair of the Corporate Resources Overview & Scrutiny, Cllr Carver, the vice-chair of that committee, Cllr Dave Mackie and Robert Robins, the Member Engagement Manager. Margaret Parry-Jones was the project co-ordinator and lead officer.

The Peer Learning Exchange Team from Wrexham County Borough Council (made up of Members and officers) and representatives of the Wales Audit Office observed a meeting of the Environment Overview & Scrutiny Committee meeting on the 6 February, 2013 and a meeting of the Lifelong Learning Overview & Scrutiny Committee on the 14 February, 2013. At the close of both meetings, the Team were given the opportunity to feedback a summary of their observations to the Committee around the following areas:-

- What went well
- What could be done better
- What could be done differently
- Any best practice which they observed

A meeting between Overview & Scrutiny Chairs and Vice-Chairs, the Peer Learning Exchange Team from Wrexham County Borough Council and a representative of the Wales Audit Office took place on the 18 April, 2013. The purpose of the meeting was for the Team to seek comments from the Chairs and Vice-Chairs on their own observations of how they feel Overview & Scrutiny works in Flintshire and to comments on the observations the Team had following their attendance at the two Scrutiny meetings. The outcome of the review is being awaited and will be reported to Members at the earliest opportunity.

Appendix 1 –
List of Overview & Scrutiny committees 2012/13

HOUSING

R Hampson (Chair)
A Bragg
D Cox
P Curtis
R Davies
G Diskin
R Dolphin
J Falshaw
A Halford
G Hardcastle (Vice Chair)
R Hughes
B Lloyd
M Reece
G Roberts
S Williams

CORPORATE RESOURCES

R Jones (Chair)
H Bateman
M Bateman
C Carver (Vice Chair)
P Curtis
I Dunbar
R Hampson
P Heesom
T Howorth
R Lloyd
M Lowe
P Shotton
I Smith
N Steele Mortimer
A Woolley

SOCIAL & HEALTH

Carol Ellis (Chair)
M Bateman
P Curtis
A Davies-Cooke
D Evans
V Gay
C Hinds (Vice Chair)
S Jones
B Lloyd
M Lowe
D Mackie
H McGuill
G Roberts
I Smith
D Wisinger

LIFELONG LEARNING

I Roberts (Chair)
M Bateman
A Bragg
A Davies-Cooke
I Dunbar
R Hampson
S Jones
C Legg
P Lightfoot
D Mackie
N Matthews
A Minshull
P Shotton
N Steele-Mortimer
C Thomas

Co-Opted Members
C Burgess
D Hytch (Vice Chair)
R Price
R Stark
S Williams

COMMUNITY PROFILE & PARTNERSHIPS	ENVIRONMENT
B Dunn (Chair)	M Wright (Chair)
R Davies	H Bateman
G Diskin	D Butler
C Dolphin	P Curtis
I Dunbar	C Dolphin
R Guest (Vice Chair)	D Evans
R Hampson	V Gay
D Hutchinson	C Hinds
B Lloyd	D Hutchinson
D Mackie	J Johnson
M Reece	C Legg
T Sharps	N Matthews (Vice-Chair)
P Shotton	A Minshull
I Smith	P Shotton
N Steele-Mortimer	C Thomas

Appendix 2
Topics covered and activity information for 2012/13

Community Profile & Partnerships Overview & Scrutiny Committee – **has met 7 times between May 2012 and April 2013**	
28 May, 2012 16 July, 2012 15 October, 2012 26 November, 2012	7 January, 2013 11 March, 2013 22 April, 2013
Strategic Partnership Performance – Mid Year Review Police & Crime Commissioners and Police & Crime Panels Flintshire Community Endowment Fund Update Report: Police & Crime Commissioners and Police & Crime Panels Community Strategy and Local Service Board – Mid Year Review	Clwyd Theatr Cymru – Theatre for Young People Flintshire Local Voluntary Council (FLVC) Domestic Abuse Safety Unit Community Covenant North Wales Fire & Rescue Service North Wales Police & Crime Commissioner
Corporate Resources Overview & Scrutiny Committee – **has met 13 times between May 2012 and April 2013**	
11 June, 2012 5 July, 2012 12 July, 2012 13 September, 2012 11 October, 2012 19 November, 2012 13 December, 2012	17 January, 2013 28 January, 2013 31 January, 2013 14 February, 2013 14 March, 2013 18 April, 2013
Single Status Revenue Budget Monitoring 2011/12 (Outturn) Council Fund and Housing Revenue Account Budget Monitoring 2012/13 Capital Programme 2011/12 (Outturn) and Capital Programme 2012/13 – Quarterly Monitoring Reports	People Strategy Adoption of the Council Tax Reduction Scheme 2013/14 Asset Management as a Flintshire Futures Workstream Budget Consultation 2013/14 Discretionary Housing Payment (DHP) Policy 2013/14

Workforce Information – Quarterly Performance Reports Quarter 4 / Year End Performance Review 2011/12 and Performance Reporting 2012/13 Medium Term Financial Strategy & Plan Flintshire Futures Mid Year Review Corporate Debt Policy Fair Debt Policy	Workforce as a Flintshire Futures Workstream Improvement Assessment Letter (WAO) Proposed Regional Emergency Planning Service Customer Services as a Flintshire Futures Workstream Information Commissioner's Office Data Protection Audit

Environment Overview & Scrutiny Committee – has met 12 times between May 2012 and April 2013	
23 May, 2012 21 June, 2012 11 July, 2012 12 September, 2012 17 October, 2012 21 November, 2012	9 January, 2013 (Call-in meeting) 24 January, 2013 6 February, 2013 6 March, 2013 10 April, 2013 10 April, 2013 (Call-in meeting)
Quarter 4 / Year End Performance Reporting 2011/12 and Performance Reporting 2012/13 North Wales Residual Waste Treatment Project Winter Maintenance Hanson Cement Investigation Report Town Centre Action Planning Streetscene Review Review of the Council's Waste Strategy Energy Switching Scheme	Communities First Rural Development Plan and European Structural Funds Speed Limit Review Deeside Enterprise Zone Review of Public Conveniences Budget Consultation for 2013 Proposals for a review of subsidised bus services within Flintshire North East Wales Food Waste Treatment Project Recycling Income

Housing Overview & Scrutiny Committee – has met 10 times between May 2012 and April 2013	
30 May, 2012 27 June, 2012 26 September, 2012 31 October, 2012 5 December, 2012	22 January, 2013 23 January, 2013 21 February, 2013 21 March, 2013 24 April, 2013
Welsh Government White Paper – (Homes for Wales – Better Lives and Communities) Delivering Private Sector Housing Renewal Quarter 4 / Year End Performance Reporting 2011/12 and Performance Reporting 2012/13 Local Housing Strategy Secure / Introductory Tenancy Agreement Update on the Repairs and Maintenance Service Estate Management Services Anti-Social Behaviour Policy	SARTH Gypsy / Travellers Needs Assessment Budget Consultation for 2013/14 Homelessness & Welfare Reform Sustainability in Housing PDA & Capita Update Resident Involvement Sheltered Housing Improvement Project Discretionary Housing Payments 2013/14 Supporting People Commissioning Plan
Lifelong Learning Overview & Scrutiny Committee – has met 9 times between May 2012 and April 2013	
14 June, 2012 12 July, 2012 20 September, 2012 6 December, 2012	10 January, 2013 25 January, 2013 14 February, 2013 14 March, 2013 25 April, 2013
School Modernisation Estyn Action Plan and Quarterly Monitoring Reports on its implementation Estyn Monitoring of Flintshire County Council	School Exclusions School Balances Salix Scheme Health & Safety in Schools

School Performance Monitoring	Leisure Strategy 2009 – 2014
Leisure Centres Development Report	Cost of Repairs and Maintenance – School Buildings
Quarter 4 / Year End Performance Reporting 2011/12 and Performance Reporting 2012/13	Budget Consultation for 2013/14
Community Play Project	Pupil Attainment 2011-12
Formula Review Update/Budget Strategy	Healthy Schools
School Modernisation Update	Incidents of Arson, Vandalism and Burglaries in Flintshire schools
School Transport Policy	Saltney Library Update
Educational Development of children with a sensory impairment	Flintshire Play Sufficiency Assessment & Action Plan
Estyn LAESCYP Inspection – Self Evaluation	Ysgol Cae'r Nant School Council
	School Meal Service
Regional School Effectiveness and Improvement Service (RSEIS) Update	School Music Service
	A Strategy for Flintshire's Libraries 2013 – 2016
Flintshire Arts Strategy	

Social & Health Care Overview & Scrutiny Committee – has met 11 times between May 2012 and April 2013	
24 May, 2012 2 July, 2012 26 July, 2012 19 September, 2012 4 October, 2012 1 November, 2012	17 December, 2012 24 January, 2013 28 January, 2013 28 February, 2013 11 April, 2013
Comment, Compliments & Complaints	North Wales (Draft) Information and Consultation – Carers Strategy
Social Services Bill	Adult Protection Report – April 2011 to March 2012
Quarter 4 / Year End Performance Reporting 2011/12 and Performance Reporting 2012/13	Fostering Inspection 2012
	CSSIW Annual Letter
Rota Visits	CSSIW Inspection Action Plan

Inspection of Children's Assessment and Care Management	Update on Adult Social Care Transport Policy
Children's Integrated Disability Service / Direct Payments	Young Person's Drug & Alcohol Team
Short Break Provision at Arosfa	Safeguarding and Child Protection (Joint report from Safeguarding Unit)
Healthcare in North Wales is changing	Integrated Family Support Service
North Wales Adoption Service	Budget Consultation for 2013/14
Flying Start Strategic Plan 2013 – 2015	Welfare Reform Act – Overview, Impacts and Mitigation
Betsi Cadwaladr University Health Board	Public Law Outline and Associated Matters
Emergency Duty Team Update	Regional Commissioning Hub
Mental Health Measure Update	Annual Council Reporting Framework
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committees – **has met once between May 2012 and April 2013**	
21 March, 2013	
Children and Young People Partnership	Families First

Member's attendance at each of the Committee meetings is recorded on the Modern.gov Committee system which is accessible via the Council's own internal *Infonet* or externally on the Council's own website.

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