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Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)

To: ALL MEMBERS OF THE COUNCIL

CS/NG

16 October 2014

Sharon Thomas 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, 22ND OCTOBER, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **PRESENTATIONS**

Association of Public Sector Excellence Annual Service Awards 2014 - Flintshire County Council's Housing Regeneration and Strategy Team, finalists in the category: Best Renewable Energy and Energy Efficiency Initiative.

Constructing Excellence in Wales Awards 2014 - Read Construction Innovation Award, Special Recognition: Innovative implementation and sharing lessons of a BIM process on a partnering project - Ysgol Tŷ Ffynnon, Shotton.

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

2   **APOLOGIES FOR ABSENCE**

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

To confirm as a correct record the minutes of the meetings held on 9 September and 24 September 2014.

4   **DECLARATIONS OF INTEREST**

To receive any declarations of interests from Members.

5   **CHAIR'S COMMUNICATIONS**

6   **PETITIONS**

7   **PUBLIC QUESTION TIME**

8   **QUESTIONS**

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

9   **NOTICE OF MOTION**

10   **ANNUAL PERFORMANCE REPORT 2013/14** (Pages 19 - 192)

Report of Chief Executive enclosed.

11   **DRAFT ANNUAL REPORT 2015/16 OF THE IRPW** (Pages 193 - 196)

Report of Chief Officer (Governance) enclosed.

12   **OVERVIEW & SCRUTINY ANNUAL REPORT** (Pages 197 - 226)

Report of Member Engagement Manager enclosed.

FLINTSHIRE COUNTY COUNCIL
9 SEPTEMBER 2014

Minutes of the meeting of the Flintshire County Council held at County Hall, Mold on Tuesday, 9 September 2014

PRESENT: Councillor Ray Hughes (Vice-Chair in the Chair)
Councillors: Bernie Attridge, Glyn Banks, Marion Bateman, Chris Bithell, Amanda Bragg, Helen Brown, Derek Butler, Clive Carver, Paul Cunningham, Ron Davies, Adele Davies-Cooke, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Carol Ellis, David Evans, Jim Falshaw, Veronica Gay, Robin Guest, Ron Hampson, George Hardcastle, Dennis Hutchinson, Hilary Isherwood, Joe Johnson, Rita Johnson, Christine Jones, Kevin Jones, Richard Jones, Stella Jones, Phil Lightfoot, Brian Lloyd, Richard Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, Billy Mullin, Tim Newhouse, Mike Peers, Vicky Perfect, Neville Phillips, Mike Reece, Gareth Roberts, Ian Roberts, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Nigel Steele-Mortimer, Carolyn Thomas, Owen Thomas, David Wisinger and Arnold Woolley

APOLOGIES:
Councillors: Alex Aldridge, Haydn Bateman, Peter Curtis, Alan Diskin, Glenys Diskin, Rosetta Dolphin, Brian Dunn, Alison Halford, Colin Legg, Sharon Williams and David Williams

IN ATTENDANCE:
Chief Executive, Chief Officer (Governance), Chief Officer (Organisational Change) and Head of ICT

Prior to the presentations, the Chief Executive introduced Ian Bancroft, Chief Officer (Organisational Change) to the Members.

25.   **PRESENTATIONS**

The Chief Executive welcomed representatives from Flintshire Trading Standards, Jack Yates, Gareth Jones and Lise Mitchell, and explained that the service had been highly commended for its innovative approach to hallmarking covering three important areas: enforcement, education and information.   They had gained national recognition by receiving the British Hallmarking Council Touchstone Award 2014. Councillor   Kevin   Jones, Cabinet Member for Public Protection, Waste & Recycling commended the work undertaken by the team, the majority of which went unseen.

The second presentation was for the significant improvements to Welsh Language Services for older people at Llys Jasmine Extra Care Scheme in Mold. The Chief Executive welcomed employees Christy Jones and Chris Morris and also Bronwen Ramsey, who was a resident at Llys Jasmine. He said that the Special Recognition Award at the Health, Social Services and Social Care Welsh Language Awards 2014 had been made by Gwenda Thomas with Mark Drakeford, the Minister for Health commending the

colleagues and residents. Councillor Christine Jones, Cabinet Member for Social Services, thanked the recipients for their hard work on a service that was a benefit to the residents.

The Chief Executive welcomed Steve Featherstone and Anne Trevor to the meeting. He explained that Steve had been awarded, by Coleg Cambria, the Flintshire County Council Learner of the Year award for his achievements in the Level 5 Management Development Programme where he had gained ILM Level 5 and NVQ level 5 in Management. Anne had been awarded the CIM Learner of the Year and Coleg Cambria Professional Learner of the Year for the CIM Marketing Course she had undertaken which she had funded herself for which the Chief Executive praised her drive and determination. Councillor Aaron Shotton, the Leader of the Council, welcomed the achievements and said that he took pleasure in being in attendance when the awards were presented. It was a privilege to see successful entrants in the partnership with Coleg Cambria and the evening was made more special when Anne and Steve were presented with their awards. He congratulated them on their successes.

26.   **COUNCIL MINUTES**

The draft minutes of the meeting held on 24 June 2014 had been circulated to Members with the agenda.

Councillor Tony Sharps indicated that he had been in attendance but this had not been recorded in the minutes.

RESOLVED:

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

27.   **DECLARATIONS OF INTEREST**

There were no declarations of interest.

28.   **CHAIR'S COMMUNICATIONS**

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

Councillor Carolyn Thomas praised the Chair, Councillor Glenys Diskin, for undertaking her recent zipwire challenge for which she had raised £1400. She said that it was wonderful to see her at events, despite her ill health, and thanked the Vice-Chair, Councillor Ray Hughes for his flexibility to step in as Chair when needed.

Councillor Aaron Shotton added his congratulations to Councillor Diskin. He also noted that the Vice-Chair had recently attended the funeral of

the wife of Councillor Matt Wright and expressed the heartfelt thoughts of Members for Councillor Wright.

29. PETITIONS

Councillor Mike Reece, on behalf of Councillor Joe Johnson, submitted a petition from residents which requested a proposal to have a 'walk around' area in the new Holywell High School plans.

30. PUBLIC QUESTION TIME

The Chief Officer (Governance) confirmed that none had been received.

31. QUESTIONS

The Chief Officer (Governance) confirmed that none had been received.

32. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chief Officer (Governance) confirmed that none had been received.

33. NOTICE OF MOTION

The Chief Officer (Governance) confirmed that none had been received.

34. REVIEW OF POLITICAL BALANCE

The Chief Officer (Governance) introduced a report to review the Council's Political Balance calculations following the by-election resulting in the election of Councillor David Roney.

He detailed which Political Groups needed to lose places on which Committees and explained that there were various options to achieve this and three were detailed in the appendices to the report.

Councillor Aaron Shotton proposed option 1, which was duly seconded by Councillor Bernie Attridge.

Councillor Clive Carver queried the threshold for rounding up or down to achieve the total number of Committee places each group was entitled. He queried why the Conservative Group needed to lose a place from the Planning Committee, which he felt was unfair, as the overall number in the Group had not changed since the election in 2012. He proposed that option 2 be accepted, which was duly seconded by Councillor Nigel Steele-Mortimer. The Chief Officer (Governance) provided a detailed response on the

calculation of committee places which ensured fairness, in particular that the figures were not rounded up or down.

Councillor Robin Guest said that option 2 would mean that the Political Group representation would be different on the Constitution Committee and Democratic Services Committee, which he disagreed with. Councillor Nigel Steele-Mortimer explained that there were already different Members on the Constitution Committee and Democratic Services Committee.

Councillor Mike Peers commented that, on option 1, the New Independents would gain a third place on the Planning Committee however they had previously been unable to allocate Members to two seats.

Councillor Aaron Shotton commented on the question by Councillor Carver and said that political balance calculations were not subject to political interference.

On being put to the vote, the amendment to support option 2 was lost.

The Chief Officer (Governance) advised that Members could now either speak on the original motion from Councillor Aaron Shotton or vote. A closure motion was then proposed and on being put to the vote, option 1 was approved.

RESOLVED:

That the County Council approve option 1 to reflect the change in the Council's political balance.

35. **REFORM OF LOCAL GOVERNMENT AND THE PUBLIC SERVICES**

The Chief Executive introduced the report to review the current consultation papers of Welsh Government on the reform of local government and the public services and to agree a formal Council response.

He provided a detailed presentation on the Reform of Local Government and the Public Services, the main features of which were:-

- Background
- Current Situation
- Welsh Government Proposals
- Specific Challenges
- The Benefits
- Risks of Transition
- What happens next

The Chief Executive gave a critique of the three papers and specifically the White Paper *Reforming Local Government*. The White Paper built on the recommendation of the Public Services Commission which, in itself, had not presented a compelling and reassuring vision for the future role and value of

local government and local governance. The White Paper did not answer the fundamental questions on the benefits of a local government reorganisation, the funding of transitional costs, the aspirations for localism, or a sustainable funding plan for local government for the future. He commented on previous local government reorganisations which had not been well managed and had not always achieved their assumed benefits. Restrictions on mergers included not being able to break up existing councils and new councils not crossing health board boundaries. The draft legislation proposed two routes for merger – voluntary and enforced. The uncertainty caused by the White Paper was holding back ambition across councils for cost-saving collaborations.

The Government's emphasis was on councils choosing to merge and to manage the transition themselves. The legislative process was complex and the timescales, including that for a boundary review, were ambitious and possibly unachievable. Benefits might include the opportunity to make services more resilient and to save costs, and the possibility of negotiating a longer-term and more stable funding settlement with Welsh Government (WG) instead of the current annualised funding. However, there were also risks of transition which included the costs, risks to service continuity and performance and distraction from service management. A particular concern for Flintshire County Council would be how to plan to protect the services for local communities away from the major urban conurbations.

The consultation period on the White Paper would end on 1 October 2014 and it was expected that the prospectus to guide potential 'early adopters' would be issued by Welsh Government in the next two weeks. Expressions of interest would be invited by November with the full business case submitted by January 2015.

The report also covered the Welsh Local Government Association's (WLGA) parallel consultation paper on Combined Authorities with a commentary on its limitations. .

A motion by Councillor Aaron Shotton was then circulated to Members and was formally seconded by Councillor Bernie Attridge. The motion read as follows:-

"In the interests of the provision of local government services within our County, this Council seeks an urgent meeting with both the Welsh Government Minister for Local Government and the Minister for Finance to discuss the availability of transitional finance, support and a long term funding strategy in order to assist the Council in its quest to protect Local Government services for our residents now and into the future in return for an early adoption merger of Flintshire County Council and Wrexham County Borough Council."

Councillor Shotton recognised that informal discussions across Political Groups had taken place but said that this was the first opportunity for Members to discuss the White Paper. He said that one view may be a stand-alone Flintshire County Council but reminded Members of the potential 4.5%

funding cut for 2015/16 and said that on that basis, the continuation of some services may not be sustainable. As transitional and longer-term costs for a reorganisation had not been forthcoming from Welsh Government, it was becoming increasingly clear that options needed to include sharing services and merging with other authorities to save money. Councillor Shotton felt that a debate with the Welsh Local Government Association (WLGA) and the Ministers was required to discuss transitional finance, support and a long term funding strategy. He commented on potential savings in central/back office areas and in speaking on costs and benefits, added that it was important that any merger proposals alleviated the issue, not exacerbated it. He also said that meaningful talks needed to include the issue of leadership at Wrexham County Borough Council and the consequences if a reorganisation did not take place.

Councillor Chris Bithell spoke of his experiences in two local government re-organisations and said that it took approximately seven years for a new council to settle down following a reorganisation. WLGA had indicated transition costs of £200-400m but these figures had been disputed by Welsh Government, even though they had not provided an alternative total. Councillor Bithell raised concern that it was reported that Carmarthenshire, Powys and Swansea were not being encouraged to merge with another council to reduce the number of authorities overall from 22 to 12 and said that bigger councils would not necessarily be better. He added that any reorganisation would reduce localism and disagreed with the comment in the report that it would ensure local democratic responsiveness, in terms of being more connected with, and representative of, their communities.

In referring to the White Paper, Councillor Robin Guest said that it did not provide a strong case for local government reform and said that the resultant councils from the 1996 reorganisation were too small to enjoy the financial benefits of size and too large to be truly local. He spoke of the creation and then withdrawal of 22 parallel local health boards and said that costs of previous reorganisations had been underestimated and the benefits overestimated. He proposed an amendment, which was duly seconded by Councillor Hilary McGuill, that the words 'in return for an early adoption merger of Flintshire County Council and Wrexham County Borough Council' be removed from the motion.

Councillor Richard Jones agreed with Councillor Guest and commented on the use of shared services to protect front line services. In referring to page 58 which highlighted the unacceptable variations and worrying trends in performance across Wales, he said that it was difficult to compare with other authorities. He proposed a further amendment, which was duly seconded by Councillor Owen Thomas, "that the issue of identifying costs to be saved by sharing of services be explored in order to understand the budget position going forward".

Following the comments made, the Chief Executive spoke on the issue of performance indicating that there was much good evidence that the current local government model could be built upon. He commented on shared

services and said that reductions in corporate services was already underway, a shift which would limit the financial savings from any future shared services models.

Councillor Guest indicated that he was content to include the amendment proposed by Councillor Jones within his own.

Councillor Mike Peers said the report contained little substance and that detail on the issue of localism was lacking. He indicated that the proposals submitted could be achieved through collaboration of services rather than through re-organisation and that the document did not contain any alternative models to the suggestion to reduce the number of local authorities in Wales. He referred to page 107 and the introduction of new wards and asked whether Councils should merge voluntarily before they were forced to do so.

Councillor Carolyn Thomas spoke of comments from residents on why the Council did not collaborate with Wrexham and Denbighshire Councils rather than merge. She felt that the re-organisation proposed was too hurried.

The Chief Executive explained that collaboration had already taken place with Wrexham County Borough Council on some services such as Occupational Health Services and Legal Services.

Councillor Shotton appreciated the amendments put forward and reminded Members that he would be raising the issues at any meetings with Welsh Government and asked Members to bear in mind the unknown costs associated with the proposals. The issue of larger councils was a concern and he said that money to fund the reorganisations had not been forthcoming, neither had any alternative suggestions. He spoke of developments in Conwy and Denbighshire Councils on the issue of merging and, in recognising that savings could be made, said that it was important to firstly identify what the funding would be for the transition and in the longer-term.

Councillor Guest said that following the comments from Councillor Shotton, he would withdraw his amendment; which was agreed by the seconder.

Councillor Derek Butler referred to the issue of localism discussed in the report and said that it was important that Flintshire County Council did not accept the proposal for early adoption without knowing the full details on funding. Councillor Nigel Steele-Mortimer felt that the only choice available to Councils was whether to amalgamate willingly or be forced into doing so. He felt that the welfare of constituents had to be considered and that it was best to opt for early adoption despite the timescale being short. Councillor Gareth Roberts said that there had not been any attempt by Welsh Government to look at the reality of the situation and spoke of his experiences of past reorganisations.

Councillor Tony Sharps supported Councillor Shotton's motion but raised concern about the future of the services to the residents of Flintshire. Councillor Hilary Isherwood welcomed the comments of Councillor Butler on the issue of localism and supported Councillor Shotton on his motion for a meeting to raise the Council's concerns.

In response to a question from Councillor Neville Phillips, Councillor Shotton said that attendees to the meeting with Ministers would be decided once a date had been confirmed.

Councillor Mike Peers supported the motion by Councillor Shotton but proposed an amendment, which was duly seconded by Councillor Richard Lloyd, that the word 'possible' should be included before the words 'early adoption'. Councillor Glyn Banks spoke against the amendment and suggested that immediate talks should take place for a merger with Wrexham County Borough Council to create a significant powerhouse in North East Wales. Councillor Shotton welcomed the personal view of Councillor Banks but indicated that caution should be taken because details of funding for the transitional period and future years were not yet known. He opposed the inclusion of the word 'possible' in his proposal.

The Chief Executive emphasised that it was important that the wording should not be misinterpreted and that it was made clear that the motion was not proposing a merger.

Following the comments made, Councillor Peers withdrew his amendment which was agreed by the seconder.

On being put to the vote, the motion proposed by Councillor Shotton was carried.

RESOLVED:

In the interests of the provision of local government services within our County, this Council seeks an urgent meeting with both the Welsh Government Minister for Local Government and the Minister for Finance to discuss the availability of transitional finance, support and a long term funding strategy in order to assist the Council in its quest to protect Local Government services for our residents now and into the future in return for an early adoption merger of Flintshire County Council and Wrexham County Borough Council.

36. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There was 1 member of the public and 2 members of the press in attendance.

(The meeting started at 2.25 pm and ended at 4.23 pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL
24 SEPTEMBER 2014

Minutes of the meeting of the Flintshire County Council held at County Hall, Mold on Wednesday, 24 September 2014

PRESENT: Councillor Glenys Diskin (Chair)
Councillors: Alex Aldridge, Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Amanda Bragg, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Adele Davies-Cooke, Brian Dunn, Carol Ellis, David Evans, Jim Falshaw, Veronica Gay, Robin Guest, Alison Halford, Ron Hampson, George Hardcastle, Cindy Hinds, Ray Hughes, Dennis Hutchinson, Christine Jones, Richard Jones, Colin Legg, Brian Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Vicky Perfect, Neville Phillips, Mike Reece, Ian Roberts, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Nigel Steele-Mortimer, Carolyn Thomas, Sharon Williams. David Wisinger and Arnold Woolley

APOLOGIES:
Councillors: Chris Bithell, Helen Brown, Ron Davies, Alan Diskin, Chris Dolphin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Hilary Isherwood, Rita Johnson, Stella Jones, Phil Lightfoot, Richard Lloyd, Billy Mullin, Mike Peers, Gareth Roberts, Owen Thomas, David Williams and Matt Wright

IN ATTENDANCE:
Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Chief Officer (Community and Enterprise), 2 Chief Officers (Organisational Change), Chief Officer (People and Resources), Chief Officer (Planning and Environment), Chief Officer (Streetscene and Transportation), Democracy and Governance Manager, Finance Manager – Technical Accountancy, Finance Officers
Mr. John Herniman and Ms. Amanda Hughes from Wales Audit Officer for minute number 44

37.   DECLARATIONS OF INTEREST

The Chief Officer (Governance) explained that the Clwyd Pension Fund Accounts formed part of the Statement of Accounts 2013/14 being considered at agenda item 9. He advised that those Members who were in receipt of a Pension from the Clwyd Pension Fund should declare a personal interest but did not need to complete a form. The following Members declared a personal interest:-

Councillors: Bernie Attridge, Amanda Bragg, Carol Ellis, Cindy Hinds, David Mackie, Nancy Matthews, Hilary McGuill, Ian Roberts, Ian Smith and Carolyn Thomas.

38. **CHAIR'S COMMUNICATIONS**

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

The Chair thanked those who had sponsored her Zipwire Challenge, for which she had raised £1800 for her chosen charities, and reminded those who had not yet sponsored her that they could still do so. She also gave thanks to the Vice-Chairman, Councillor Ray Hughes, for covering events, sometimes at short notice. The Chair reminded Members of the Pride of Flintshire Awards which were due to be held on 15 and 16 October 2014.

Councillor Aaron Shotton referred to the Big Dee Day Breakfast Launch and welcomed the work undertaken by the two local authorities for the benefit of the local area.

39. **PETITIONS**

Councillor Nigel Steele-Mortimer submitted a petition from residents for the removal of parking restrictions and white lines on the Village Square, Central Gwaenysgor.

40. **PUBLIC QUESTION TIME**

The Chief Officer (Governance) confirmed that none had been received.

41. **QUESTIONS**

The Chief Officer (Governance) confirmed that none had been received.

42. **NOTICE OF MOTION**

The following Notice of Motion had been submitted by Councillor Clive Carver:-

"The Council's Constitution to have an additional Council Procedure Rule so that when a Member has declared a Personal and Prejudicial interest relating to an agenda item and subsequently leave the Council Chamber or Committee Room for the debate and vote, then when the Member returns to the meeting room, the Chair of that meeting will repeat the decision of that agenda item so that the Member who declared a Personal and Prejudicial interest will be made aware of the decision. There will be no comment or discussion when the Chair repeats the decision".

Councillor Carver formally proposed the motion which was duly seconded by Councillor Nigel Steele-Mortimer.

The Chief Officer (Governance) advised that under Council Procedure Rule 21.2, the item should be adjourned at this meeting for discussion at the next meeting of the Council.

The following Notice of Motion had been submitted by Councillor Aaron Shotton:-

"While many ordinary people face falling household income and rising costs of living, some multinational companies are avoiding billions of pounds of tax from a tax system that fails to make them pay their fair share. Local governments in developing countries and the UK alike would benefit from a fairer tax system, enabling them to provide quality public services. The UK government must listen to the strength of public feeling and act to end the injustice of tax dodging by large multinational companies, in developing countries and the UK".

The Notice of Motion was formally proposed by Councillor Shotton and seconded by Councillor Bernie Attridge.

Councillor Shotton detailed the background to the Notice of Motion and explained that he had been contacted by a number of local campaigners on the issue. Councillor Robin Guest sought clarification on the wording and Councillor Paul Shotton, in welcoming the Motion, hoped that it would encourage the Government to take appropriate measures.

RESOLVED:

(a)   That the Notices of Motion be supported; and

(b)   That a report on the additional Council Procedure Rule be considered at the next meeting of the County Council.

43.   **ANNUAL GOVERNANCE STATEMENT**

The Chief Officer (Governance) introduced a report for Council to approve the draft Annual Governance Statement (AGS) for 2013/14.

He detailed the background to the report and explained that the Statement was included in the Statement of Accounts which was the next item on the agenda. An early draft of the document had been considered by the Audit Committee and the final AGS had been approved by the Committee on 16 July 2014.

RESOLVED:

That the Annual Governance Statement be approved.

44.   STATEMENT OF ACCOUNTS 2013/14

The Corporate Finance Manager introduced Mr. John Herniman and Ms. Amanda Hughes from Wales Audit Office (WAO) to the meeting.

The Corporate Finance Manager introduced the report to seek Members' approval of the final Statement of Accounts for 2013/14.   The statutory deadline for the approval of the accounts was 30 September 2014. The draft document had been considered by the Audit Committee in July 2014 and as part of the final accounts process, 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 this meeting of County Council. A number of changes to the draft had been agreed with WAO and these had been incorporated into the final document.

Audit of the Financial Statements – Flintshire County Council

Mr. Herniman spoke of the significant challenge of preparing a set of Local Government accounts and submitted them for audit. He 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. He added that the standard of the Statement of Accounts had continued to improve and thanked the Corporate Finance Manager and his team for their work. A number of risks had been identified on fixed assets, remuneration and exit packages and equal pay claims and these were detailed in the Audit of Financial Statements Report from the WAO.   It was reported that the Authority had not recognised a liability for pension contributions on its equal pay liabilities but the Auditor had been satisfied that the Council had acted on legal advice provided to it and further action by the Auditor was not required. Mr. Herniman explained that recording of income and expenditure in the correct year had not always been followed.   He added that there were two areas that required further improvement and these were:-

- the establishment, discharge and review of reserves to support the Council's financial strategy and plan; and
- ensuring that the range of data provided by the administering authority (Clwyd Pension Fund), and actuarial assumptions matched.   Some work to ensure reconciliations were undertaken on a monthly basis had been agreed with management.

Audit of the Financial Statements – Clwyd Pension Fund

Ms. Hughes advised it was the intention of WAO to issue an unqualified opinion. She explained that as a result of the audit work, it had been identified that the Pension Fund had underestimated the accrual for the lump sum and death benefit liabilities for former employees who had either retired or passed away up to and including 31 March 2014. As a result, an amendment was made to accrue an additional £1.107 million of expenditure.   There was a

need for the Council to strengthen its arrangements to ensure it accrued for the liability in the correct financial period.

It was also important to work with all employer bodies to ensure that the membership data was updated and accurate. The administering authority (Flintshire County Council) was keen to move to a monthly process which the WAO welcomed. Ms. Hughes added that the Letter of Representation would need to be sent to the WAO if the Statement of Accounts for the Clwyd Pension Fund were approved by Members at this meeting.

On behalf of Councillor Tim Newhouse, the Chairman of Audit Committee, Councillor Ian Roberts formally proposed the recommendation to approve the Statement of Accounts for 2013/14. He thanked the Corporate Finance Manager and his team for their hard work on the accounts which had been formally moved at the earlier meeting of the Audit Committee and which had received two unqualified opinions from the WAO. The proposal was seconded by Councillor Glyn Banks.

The Corporate Finance Manager thanked Councillor Roberts for his kind words which he passed on to the Finance Manager – Technical Accountancy and her team. He provided assurance to Members that work was underway to ensure that all details of assets was kept in the Assets Register.

Councillor Alex Aldridge referred to the impact of cuts on local government and asked Mr. Herniman about the stance of the WAO to the Welsh Government (WG). In response, Mr. Herniman said that a neutral position would be taken by WAO and that a report would be published and submitted to WG on the financial position of all 22 local authorities in Wales.

The Chief Executive thanked the Members who had taken part in the Audit assessment and said that it was anticipated that a Statement of Circumstance would be received by the Council before the end of December 2014.

RESOLVED:

(a)   That the final Statement of Accounts for 2013/14 be approved; and

(b)   That the Letter of Representation – Flintshire County Council and the Letter of Representation – Clwyd Pension Fund be approved.

45.   **SUPPLEMENTARY FINANCIAL INFORMATION TO STATEMENT OF ACCOUNTS 2013/14**

The Corporate Finance Manager introduced the report to provide Members with requested supplementary financial information to accompany the Statement of Accounts 2013/14.

He detailed the background to the report and explained that the information had been provided following a Notice of Motion approved by Council on 29 January 2013. The document was split into the following three categories:-

- Table 1 – Council Employees
- Table 2 – Posts covered by interim or temporary arrangements
- Table 3 – Consultants and Non-Permanent Posts

Councillor Clive Carver sought clarification on costs for external legal advice and for HR issues such as the recent work on the Senior Management restructure and Single Status. The Chief Officer (Governance) explained that Councillors could contact him following the meeting if they required specific information on the costs for legal advice. The Chief Executive advised that some named individuals had been employed through a recruitment agency for Single Status, hence the footnote to the figures, and that a consultancy practice had been appointed to support the Authority on the new operating model, not an individual, which was why the appointment was not listed.

RESOLVED:

That the report be noted.

46. **TREASURY MANAGEMENT ANNUAL REPORT 2013/14**

The Corporate Finance Manager introduced the report to present to Members the Annual Treasury Management Report for 2013/14.

He detailed the background to the report and explained that the Annual Report had been reviewed by Audit Committee on 16 July 2014 and considered by Cabinet on 16 September 2014 for recommendation to Council. The key points were detailed and the Corporate Finance Manager explained that Section 2 provided a review of the economy and interest rates and Section 4 provided further details of the Council's investment activity during the year. It was reported that the Council had sold its claims against the insolvent estate of LBI (Landsbanki) through a competitive action process and had recovered 92% of the amounts originally deposited. Section 5 of the report provided further details.

RESOLVED:

That the Annual Treasury Management Report for 2013/14 be approved.

47. **EXCLUSION OF THE PRESS AND PUBLIC**

The Chief Officer (Governance) indicated that if the vote to exclude the Press and Public was carried, then he would also leave the meeting.

Councillor Bernie Attridge sought clarification on why the item should be excluded and the Chief Executive provided a response.

RESOLVED:

That the press and public be excluded from the meeting for the following item by virtue of exempt information under paragraph 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

48.   **ASSIGNMENT OF THE ROLE OF MONITORING OFFICER**

The Chief Executive introduced the report to review the options for the allocation of the role of Monitoring Officer, as an outstanding issue from the introduction of the new corporate operating model.

He detailed the background to the report and explained the benefits and risks for each of the options.

Councillor Aaron Shotton proposed the recommendation in the report and this was duly seconded by Councillor Bernie Attridge.

Councillors Robin Guest, Richard Jones and Clive Carver commented on the proposal and the Chief Executive provided responses to their questions.

RESOLVED:

That the role of Monitoring Officer be assigned to the post of Chief Officer (Governance).

49.   **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There was 1 member of the public and 1 member of the press in attendance.

(The meeting started at 2.00 pm and ended at 3.03 pm)

…………………………
Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **WEDNESDAY, 22 OCTOBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2013/14**

1.00   PURPOSE OF REPORT

1.01   To approve the 2013/14 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 Improvement Plan 2013/14 and the Council (Plan) Governance Framework. These set out the vision and priorities for the Council. The second statutory requirement of the Measure 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 approved by the full Council prior to publication.

3.00   CONSIDERATIONS

3.01   The Annual Performance Report for 2013/14 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2013/14. 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

- Performance indicator outturns (target and trend analysis)

3.02 The statutory requirements of the Measure are met through a concentration on the Council's Improvement Priorities.

3.03 The Report will be available 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. A summary of the Report will be included within the e-magazine 'Your Council'.

3.04 This complex document, required by Welsh Government already has many components that have been published; in particular, the year-end Improvement Plan monitoring reports in June. Whilst meeting Welsh Government guidance, we recognise that this detailed report may not be the best way to engage the public and workforce.

Next year we are seeking to improve and simplify the format of the Annual Performance Report by signposting to existing documents. However, this year an Executive Summary has been included within the document which can be shared with partners, workforce and the public.

3.05 Cabinet endorsed the 2013/14 draft Annual Performance Report on 16 October 2013, for approval by County Council.

4.00 RECOMMENDATIONS

4.01 To approve the 2013/14 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 equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implication within this report.

10.00 CONSULTATION REQUIRED

10.01 The Annual Performance Report must be approved by the full Council before publication.

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 Appendix 1:
Annual Performance Report 2013/14 (including Appendix A - E)

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Annual
Performance Report
2013 - 2014

31 October 2014

Annual Performance Report – **draft** 2013-2014

Contents

Introduction

The annual performance report gives an overview of the performance of the Council during 2013/14 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 Successor 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. In meeting this responsibility the Council should have a sound system of internal control that supports the effective discharge of its functions.

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. 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 across the Cabinet 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 for 2013/14 were adopted within the Improvement Plan 2013/14 as the set of Council Priorities by Cabinet and full Council Executive in June 2013.

The Improvement Priorities of the previous Council were thoroughly reviewed and challenged to streamline and reset and be clearer over impacts and how performance will be measured.

This revised set of eight priorities supported by a structure of sub-priorities helped the Council to focus and concentrate on the things where attention was needed during 2013/14. With the remaining priorities being managed as more routine performance management. The Council's priorities also take into account some of the Wales Audit Office's comments from their report referring to:

- the opportunity to present a plan to engage with the wider public
- the adoption of a smaller set of in-year priorities
- the further development of outcome based objectives which identify the impact for each priority
- the need to ensure that any revisions of the Plan are updated on the public website

and

- 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

Priority	Sub - Priority	Planned Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home
	Modern and Efficient and Adapted Homes	Improving the choice and quality of local housing
	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing
Living Well	Independent Living	Improving people's quality of life
	Integrated Community Social and Health Services	Helping more people to live independently and well at home
Economy and Enterprise	Business Sector Growth in Deeside	Creating jobs and growing the local economy
	Town and Rural Regeneration	Making local communities viable
	Social Enterprise	Supporting and creating new forms of local business
Skills and Learning	Modern and High Performing Education	Improving standards in schools to get the best learner outcomes
	Places of Modernised Learning	Improving places of learning to get the best learner outcomes
	Apprenticeship and Training	Meeting the skills and employment needs of local employers
Safe Communities	Community Safety	Keeping people and communities safe
	Traffic and Road Management	Improving road safety
Poverty	Welfare Reform	Protecting people from poverty
	Fuel Poverty	Protecting people from poverty
Environment	Transport Infrastructure and services	People being able to access employment, local services and facilities
	Carbon Control and Reduction	Reducing our carbon impact on the natural environment
Modern and Efficient Council	Organisational Change	Managing services well to achieve our priorities
	Matching Resources to Priorities	Protecting local front-line public services through the best use of our resources
	Achieving Efficiency Targets	Protecting local front-line public services through the best use of our resources
	Procurement Strategy	Making our money go further through smart procurement
	Asset Strategy	Having the right buildings in the right places for the right uses
	Access to Council Services	Improving customer services
	Single Status	Achieving a fair and affordable pay and grading structure

The colours used within this table are reflected throughout the document.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through for example our County Forum (with Town and Community Councils), formal needs assessments through our strategic partnerships, surveys and feedback mechanisms such as workshops and roadshows. The methods used are selected according to requirements, audience and coverage.

During the year April 2013 to March 2014 Council services have undertaken a range of consultations with impacted stakeholders examples of these are:

Council Tax Reduction Scheme 2014/15   27th November – 18th December 2013

Flintshire Rural Transport   11th November 2013 – 1st March 2014

Welsh in Education Strategic Plan 10th February 2014 – 26th March 2014

Childcare Sufficiency Assessment November 2013 - January 2014

Subsidised Bus Services in Flintshire 12th August – 18th October 2013

Local Development Plan Delivery Agreement 5th August – 30th September 2013

Transport Policy Review   1st March – 12th April 2013

Prompted by huge cuts to the Council budget the first step of a public consultation commenced on 18th August 2014 to find out peoples' views on local council services and how they should be protected.   Running until 12th September the consultation is predominantly on-line utilising the Council's Website, its new e-magazine Your Council / Eich Cyngor and Twitter @FlintshireCC. A small number of paper copies have been made available in libraries, leisure centres, Flintshire Connects and Council receptions.   Setting the scene of the severity of the situation people are being asked whether they support some of the choices the Council will need to make in the future. Step two will take place during the late autumn/early winter of 2014 and will share options for the future and the budget choices.   The outcomes of the consultation will be published later in the year on the Council's website and in its e-magazine.

Executive Summary

The Annual Performance Report is a statutory document which must be published by the 31st October annually. It predominately gives information about historic performance. The purpose of this section is to give a short and concise summary of our performance against our Improvement Plan for 2013/14. More detail can be found in section 2.

Housing

Our aim is to improve the quality and choice of local housing so as to improve quality of life and promote independence. During 2013/14 we:

- Opened Llys Jasmin (our second extra care scheme) in October 2013. This extended the service by a further 63 housing units including specially designed apartments for people with dementia. All apartments are occupied.
- Established a property management company (North East Wales Homes) who will develop new homes in Flint and other key areas of the county as well as encouraging growth in the private rented sector.
- Brought 33 empty homes back into use, exceeding our target.
- Progressed the development of a regional housing register and common allocations policy with partners, however an ICT solution is still being sought to allow a truly single access route at county level.
- Agreed a revised business plan with Welsh Government to meet the Welsh Housing Quality Standard (WHQS); committing approximately £103m over the next 6 years to improve housing standards.
- Exceeded our targets for home improvements including; 977 Heating upgrades, 1118 kitchen replacements, 200 bathroom replacements.

Living Well

We want people to lead good quality lives in their own homes. During 2013/14 we helped more people to live independently:

- 933 people were supported by our short term reablement service.
- 302 people received a Direct Payment – 87 more people than the year before enabled to choose their own care provision.
- We developed new services to support Carers but we need to get better at capturing information about the number of people the services support.
- We launched Nightstop which provides a safe alternative to bed & breakfast accommodation in a family home for 16 to 18 year olds. Overall the number of households in bed and breakfast remains higher than we would wish.
- We reduced the average time to deliver major adaptations from 271 to 246 days. This is better than the Welsh average but we recognise we need to continue our efforts and improve this further.

When people need support we want to ensure that their service is well co-ordinated across health and social care. During 2013/2014:

- A co-located Team of Social Workers, Occupational Therapists and District Nurses was established at Holywell Community Hospital. This approach is improving communication and our effectiveness in working together.
- An Enhanced Care at Home (HECs) service began in the North West area of Flintshire. HECs brings together staff from social services and health to provide short term intensive care in a person's home. The service provides an alternative to hospital admission or support to enable early discharge from

hospital. We need to continue to work with Health to provide similar models of support across Flintshire.

- The Integrated Family Support Service (IFSS) was launched. This is a service where the health and social care staff work together to support families where parents have substance misuse needs that affect the welfare of their children.

Economy and Enterprise

Our ambition is to support and grow the Flintshire economy particularly through creating jobs and supporting and creating local business. During 2013/14 we:

- Promoted Deeside Industrial Park with property and land agents to encourage relocation and expansion. A 54% conversion rate from enquires to investment was achieved.
- Supported the creation of 838 new jobs; a significant increase from 431 reported in 2012/13.
- Invested in eight town centre "masterplans" to meet local need. Despite making good progress, the town's capital programme made slower progress than anticipated.
- Supported events to attract people and promote the areas including the Mold two day Food and Drink festival which attracted 15,000 people.
- Introduced the Flintshire Social Enterprise Fund to assist new and emerging local enterprises to grow and develop. In addition, our first social enterprise from within the Council (Double-Click) was developed.

Skills and Learning

Significant work continues to be undertaken to improve standards in schools to get the best learner outcomes and meet the needs of local employers. During 2013/14 we:

- Improved on outcomes for learners for almost all areas when compared with the previous year, demonstrating the good work of the Flintshire School Improvement Team, staff and learners in schools. For example, we were first in Wales for the percentage of pupils (62.2%) who achieved the Level 2 threshold including a GCSE grade A*-C in English/Welsh (first language) and mathematics. However, we do recognise that we need to improve the outcomes for looked after children.
- Gained approval from Welsh Government of our business case for the 21st Century Schools Programme and undertook consultations. From this plans for the Connah's Quay Hub and Holywell schools have been drawn up. Plans for the Queensferry school require further development.
- Made good progress on the new school in Shotton; now named Ysgol Ty Ffynnon by the community.
- Improved the information communication technology infrastructure in all schools and pupil referral units.
- Overall satisfaction with education by Local Authority was highest in Flintshire (Source: National Survey for Wales 2013/14).
- Worked across all sectors to ensure that young people have a wide range of opportunities. This included delivering training for more than 200 young people and developing a construction led apprenticeship scheme which will create at least 50 additional apprenticeships each year.

Safe Communities

We want to help keep people and communities safe. During 2013/14 we:

- Worked with young people to raise greater awareness of domestic abuse by engaging with all Flintshire secondary schools through the use of theatre.
- Introduced a domestic abuse workplace policy for Council employees.
- Improved the range of services available for people recovering from drug and alcohol misuse. Despite a slight increase in the time between referral and treatment dates, the percentage of complete treatments increase on that of the previous year.
- Established a CCTV Steering Group to review the current position and to consider future solutions.
- Developed a Sexual Exploitation Risk Assessment framework (SERAF) – to identify children and young people at risk of or abused through sexual exploitation; regular meetings take place between Flintshire and Wrexham Councils and North Wales Police.
- Improved Road Safety by introducing Civil Parking Enforcement.

Poverty

Following the announcement of welfare reforms we have, with our partners, increased our efforts to try to protect local people from poverty. During 2013/14 we:

- Targeted advice and support to vulnerable households; particularly those affected by the 'bedroom tax'.
- Increased the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months to 84.89%. However, we recognise that there is still too greater a reliance on bed and breakfast accommodation.
- Assisted residents in managing £7.27m of debt and securing £2.35m of additional income.
- Put measures in place to offer personal budgeting support to new Universal Credit claimants and to those households affected by welfare reform. However, more work needs to be done in order to improve and support financial literacy and money management skills.

In response to the significant increases in fuel price in recent years we continue to work with partners to reduce fuel poverty across the county. During 2013/14 we successfully formed a regional Energy Company Obligation Framework with Wrexham, Denbighshire and Conwy Councils to install measures to reduce carbon emissions and heating bills. Over 450 properties received improvement measures resulting in over £140k of heating bill savings.

Environment

Our aim is for people to be able to access employment, local services and facilities, whilst reducing our carbon impact on the natural environment. During 2013/14 we:

- Successfully found other areas of funding in order to develop and deliver improvements to the highways and transport infrastructure. Four schemes were delivered under the Regional Transport Plan and a further 2 progressed under the Rural Development Plan.

- Resurfaced 22.6kms of roads and surface dressed a further 23.7kms. Flintshire had the highest percentage of roads across Wales classed as being in good condition for the second year running.
- Over 70% of people surveyed in Flintshire agreed their local area was well maintained (Source: National Survey for Wales 2013/14). However, Flintshire was in the bottom quartile for cleanliness of highways and land.
- The National Survey for Wales (2013/14) asked people what they thought about the state of the transport system in Wales. Flintshire had the highest average rating at 6.5 out of 10, compared with the Wales average of 5.9. However, the demise of regional transport consortia and uncertainty over future funding in Wales for bus services, community transport and concessionary fares has caused instability in the bus service network with some operators de-commercialising some bus routes and handing back tendered bus contracts.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment. Work is due to commence Autumn 2014 which will release land within the Enterprise Zone for a significant mixed use development.
- Undertook a programme of marketing and promotion for carbon reduction measures within the Council, with partners and the public. Significant reductions in energy usage were recorded across the majority of sites.
- Waste management performance improved through increased recycling, composting and food recycling participation rates.

Modern and Efficient Council

Our ambition is for a modern and efficient council that delivers the services required by local people through the best use of its resources. During 2013/14 we:

- Proposed and gained agreement for a new corporate operating model. In addition we undertook reviews of functions to adopt leaner, more integrated, streamlined services. However, the progress for some service transformations was not as fast paced as initially planned.
- Introduced a new style improvement plan which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities.
- Worked collectively with Officers and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15. However, identifying creative funding models has been, and continues to be, challenging.
- Fully rolled out the Purchase-to-Pay IT solution (P2P) to all Directorates and Service Areas with a couple of exceptions. In total procurement efficiencies of £1.803m were achieved against the £1.723m target.
- Reviewed the asset strategy taking into account the need to link into the Councils capital planning framework and medium term financial plan. Assets and their future use will form a critical component of future thinking and service delivery. In addition, assets were released as part of an on-going asset rationalisation strategy which created capital resources to support our capital programme.
- Made progress in implementing new ways of working (particularly agile and mobile working). This is helping to create an increasingly flexible workforce whilst building service resilience for business continuity.
- Opened a further two Flintshire Connects offices in Flint and Connah's Quay to enhance customer services for our customers and those of our partners.

- Launched Flintshire's bilingual mobile App in October 2013. The App allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile App. However, take up has been slower than anticipated.
- Achieved full agreement to a new equality proofed Pay and Grading model and new terms and conditions of employment under Single Status which was subsequently implemented in June 2014.

Our Performance on a National Level

Flintshire continues to perform well on a national level with the majority of comparable indicators continuing to achieve top or upper middle quartile performance. In the recently published national bulletin, Flintshire was shown to have achieved top quartile performance for: -
- Having the lowest percentage of roads in overall poor condition
- Reducing the time to complete adaptations through the disabled facilities grant process
- Timeliness in reviewing adult care plans
- Initial assessments where the child has been seen by a Social Worker
- The percentage of pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English/Welsh (first language) and mathematics
- Timeliness in which final statements of special educational need were issued

The bulletin also highlighted some areas where performance has room to improve: -
- Timeliness of visits to looked after children
- Timeliness of reviews of children's care plans
- Assessments of young carers
- Cleanliness of highways and land

A response to the bulletin giving greater detail about these areas of performance has also been published as a supporting document to this report.

Section 1

Assessment of our Performance against Improvement Priorities for 2013/14

For 2013/14 the Council had eight Improvement Priorities as detailed in its Improvement Plan. The first seven priorities were about public services and the final priority was about the corporate organisation as a 'social business'.

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)

Council Priority	PROGRESS	OUTCOME
Housing	**Satisfactory**	**High**
• Extra Care Housing	Satisfactory	High
• Modern, Efficient and Adapted Homes	Satisfactory	High
• Achieve the Wales Housing Quality Standard	Good	High
Living Well	**Satisfactory**	**Medium**
• Independent Living	Good	High
• Integrated Community Social and Health Services	Satisfactory	Medium
Economy and Enterprise	**Good**	**High**
• Business Sector Growth in Deeside	Satisfactory	Medium
• Town and Rural Regeneration	Good	High
• Social Enterprise	Good	High
Skills and Learning	**Satisfactory**	**High**
• Modernised and High Performing Education	Satisfactory	High
• Places of Modernised Learning	Satisfactory	Medium
• Apprenticeships and Training	Satisfactory	High

Council Priority	PROGRESS	OUTCOME
Safe Communities	**Satisfactory**	**High**
• Community Safety	Satisfactory	High
• Traffic and Road Management	Good	High
Poverty	**Satisfactory**	**Medium**
• Welfare Reform	Satisfactory	Medium
• Fuel Poverty	Good	High
Environment	**Good**	**High**
• Transport Infrastructure and Services	Good	High
• Carbon Control and Reduction	Good	High
Modern and Efficient Council	**Satisfactory**	**High**
• Organisational Change	Good	Medium
• Matching Resources to Priorities	Satisfactory	Medium
• Achieving Efficiency Targets	Satisfactory	Medium
• Procurement Strategy	Satisfactory	High
• Asset Strategy	Satisfactory	High
• Access to Council Services	Good	High
• Single Status	Good	High

Section 2 of this report gives the detailed "progress" and "outcome" assessment for each of the secondary priorities which support the 8 Improvement Priorities.

In summary our overall assessment against the 98 secondary priorities is:-

PROGRESS

- We are making good (green) progress in 55 (56%) of the priorities

- We are making satisfactory (amber) progress in 41 (42%) of the priorities

- We are making limited (red) progress in 2 (2%) of the priorities

OUTCOME

- We have a high (green) level of confidence in the achievement of 69 (70%) of our priority outcomes

- We have medium (amber) level of confidence in the achievement of 28 (29%) of our priority outcomes

- We have a low (red) level of confidence in the achievement of 1(1%) of our priority outcomes

Overall, according to the National Survey for Wales (2013/14) 61% of Flintshire residents surveyed believe that the Council provides high quality services (7th in Wales). The same survey also found that 45% of residents also think that the Council is good at letting them know how well it is performing (4th in Wales).

Risk Management

The Council adopted the Improvement Plan for 2013/14 in June 2013. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub priorities within the Plan.

An analysis of the current 'net' status of the 86 risks associated with our eight Improvement priorities shows the positive shift from the first assessment undertaken in September 2013 to the end of year position:

Net risk status	Q2 (Sep '13)	Q4* (Mar '14)
Red	17	4
Amber	43	42
Green	26	40

In addition the following table provides analysis of how our risk 'trends' have changed between December 2013 and March 2014.

Trend positions	Q3 (Dec '13)	Q4* (Mar '14)
Increased Risk	3	10
Decreased Risk	33	27
Stable Risk	50	49

A summary table of the risks at year end 2013/14 is shown at Appendix A.

The year-end high (red) risks are as follows, with the main reasons leading to the assessment: -

Maximising our joint resources with our partners (sub-priority Modern, Efficient and Adapted Homes)
The uncertainty created by the potential review of local government as a consequence of the Public Services Commission has made progress over possible new collaborations e.g. corporate services, a significant challenge.

Maximising funding opportunities through external programmes to invest in our urban and rural areas (sub-priority Town and Rural Regeneration)
The Council is seeking external funding to support urban and rural regeneration. The main sources of funding are still in transition from the 2007-2013 to the 2014-2020 period. The amount of resources available for programmes including town centre regeneration is unlikely to be sufficient to meet both need and expectation for investment.

Community attachment to current patterns of school provision (sub-priority Places of Modernised Learning)

The level of risk was assessed as high at year end due to the scale and complexity of the 21st Century Schools programme. In addition, Ministerial approval had not been received for finalised plans which detailed preferred options.

Gaining political agreement to a business approach for fees and charges which may have public opposition (sub-priority Matching Resources to Priorities)

The work to implement a Corporate Fees and Charges Policy commenced in quarter 3 of 2013/14. The assessment of a high level of risk reflected that decisions need to be taken which may introduce or increase some charges significantly and which are likely to be subject to challenge and debate.

Performance Data Summary

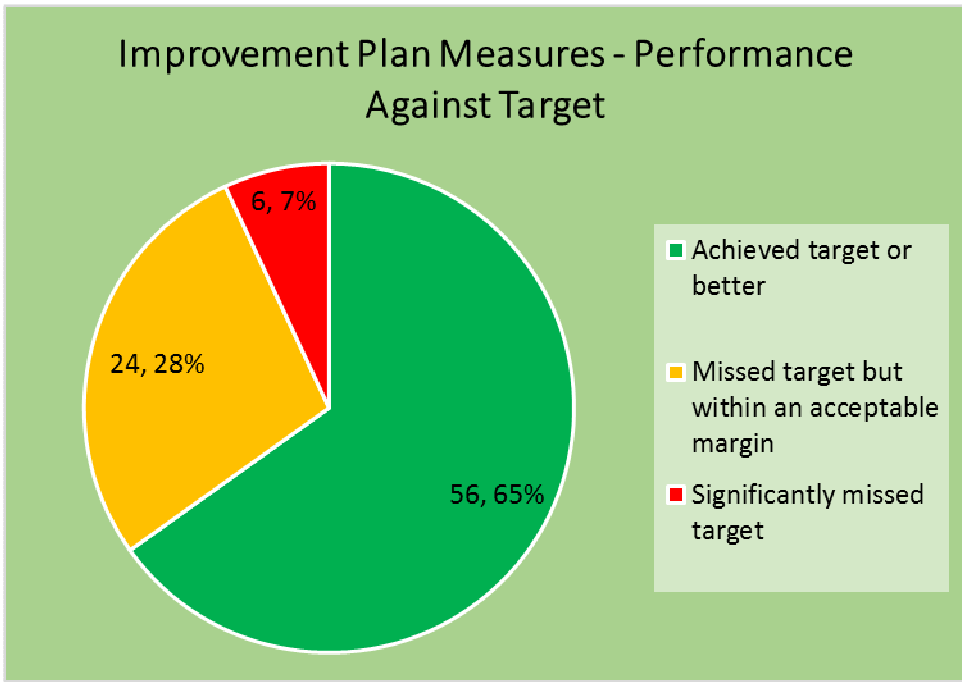**National Performance Summary (All Wales Position)**

The Welsh Government and Local Government Data Unit released all Authorities 2013/14 performance data (National Strategic Indicators and Public Accountability Measures) on 3rd September 2014. 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 2013/14? Flintshire's Performance Summary**

Improving Our Performance

Performance for 2013/14 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Appendix B). 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.

Analysis of year end levels of performance identified: -

Improvement Plan Measures - Performance Against Target

- 56, 65% — Achieved target or better
- 24, 28% — Missed target but within an acceptable margin
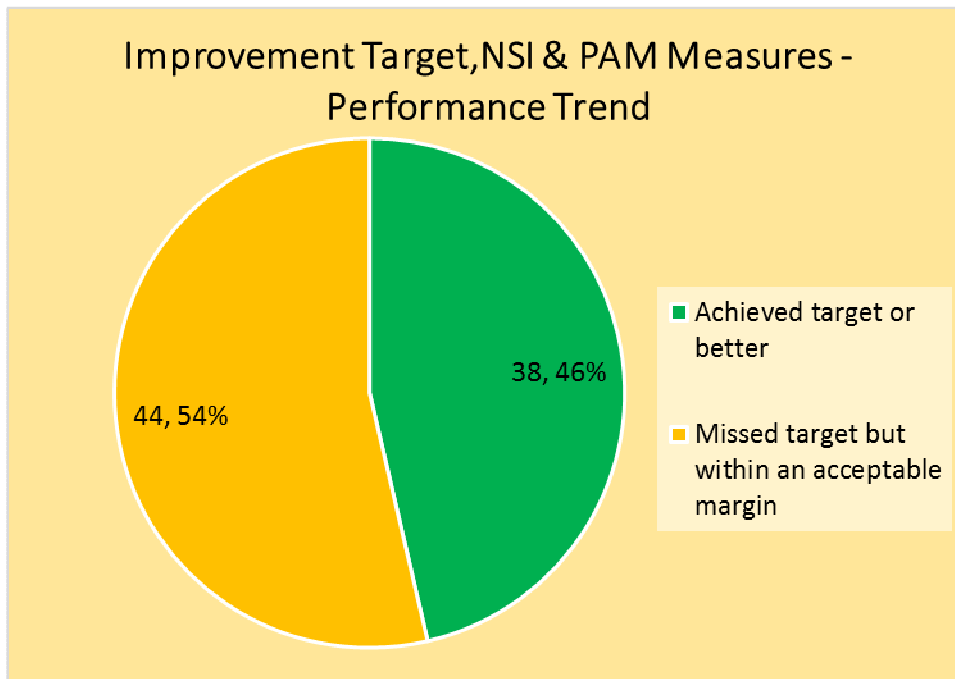- 6, 7% — Significantly missed target

Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where analysis could be undertaken, this revealed: -

Improvement Plan Measures - Performance Trend

- 44, 60% — Improved
- 20, 28% — Downturned
- 9, 12% — Maintained
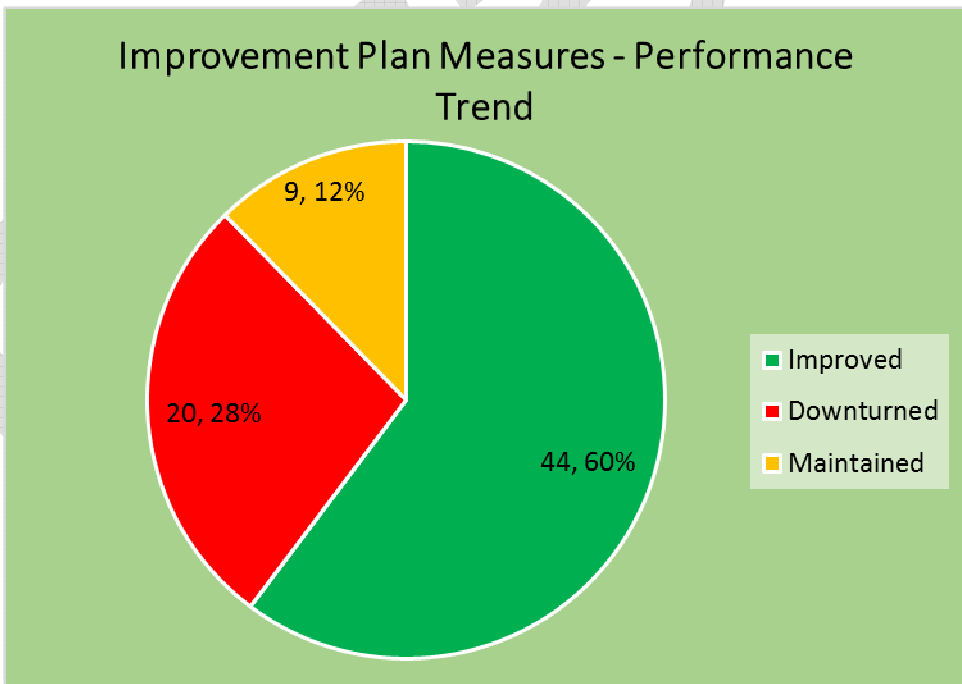
The setting of targets also includes setting the target classification. Appendix C is a single outturn performance indicator table which includes Flintshire's Improvement Targets and the NSIs and PAMs.

Improvement Target, NSI & PAM Measures - Performance Trend

- Achieved target or better: 38, 46%
- Missed target but within an acceptable margin: 44, 54%

None of the indicators significantly missed target.

Analysis has also been undertaken which examines the number of indicators for which performance had improved, downturned or was maintained. This showed: -

Improvement Target, NSI & PAM Measures - Performance Trend

- Maintained or Improved: 56, 67%
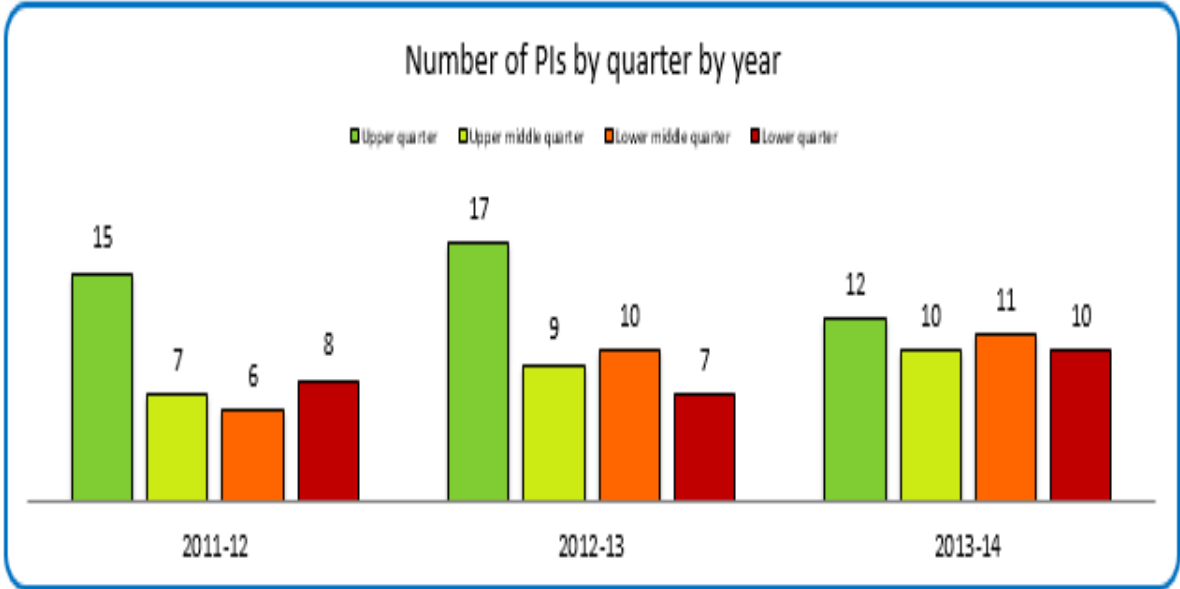- Downturned: 28, 33%
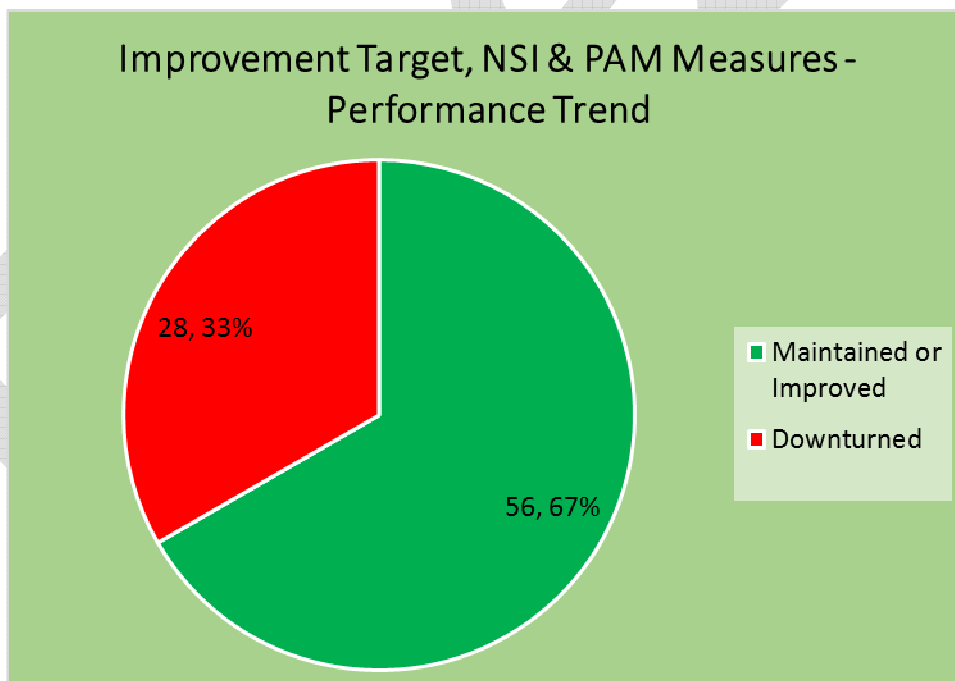
Five performance indicators maintained the same level of performance, 3 at the optimum level e.g. 100%.

Performance Comparison

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

21, 49%

22, 51%
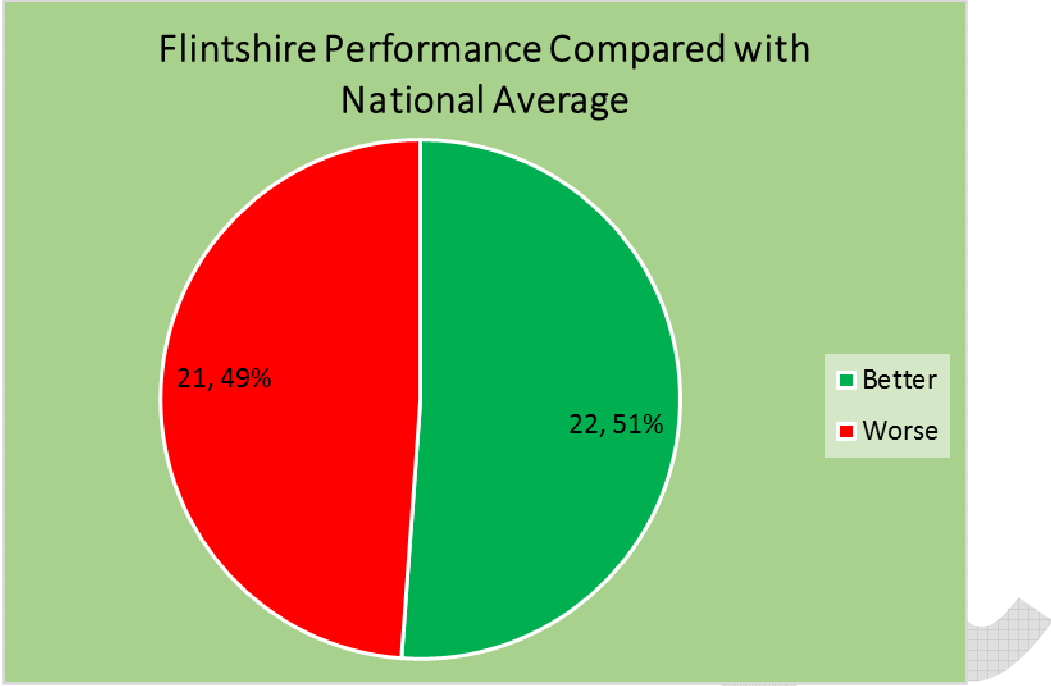
Better
Worse

Nationally we achieved better performance than the Welsh average (median) in 51% (22) indicators out of the 43 NSIs and PAMs where comparison could be undertaken. 21 indicators (49%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 14% (6) of indicators and was 'bottom' in just one indicator**. However, our quartile performance has declined when compared to the previous year. Despite this 61% of Flintshire residents surveyed think that we provide high quality services; better than the national average of 57% (Source: National Survey for Wales 2013/14).

Number of PIs by quarter by year

Upper quarter Upper middle quarter Lower middle quarter Lower quarter

15 7 6 8   2011-12
17 9 10 7   2012-13
12 10 11 10   2013-14

Our performance against the National Strategic Indicators NSIs and PAMs is summarised in Appendix C.

48% of Flintshire's residents surveyed believe that the Council is good at letting local people know how well it is performing (National Survey for Wales (2013/14).

Successor Outcome Agreement

All Councils are required to enter into a Successor Outcome Agreement with the Welsh Government for the three years 2013/14 to 2015/16. These new agreements incentivise the delivery of local priorities but allows for some of the grant to be targeted to address known weaknesses. They have been designed to strengthen each Councils capacity to address concerns from audit, inspection and regulatory bodies, thereby providing greater reassurance to politicians and the public.

The Outcome Agreement Grant attracts a special grant of approximately £1.4 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 five 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 performance for 2013-14 is now complete and a self-assessment of the actions and measures has been undertaken. The following analysis shows the self-assessment for each of the outcomes, using the following categories:-

	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 nor 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.*

	Basis		Evaluation	Max grant
Outcomes	Growth and Sustainable Jobs	Outcome 1	**Fully successful: 2 points**	70%
	Education	Outcome 2	**Fully successful: 2 points**	
	21st Century Health Care	Outcome 3	**Fully successful: 2 points**	
	Welsh Homes / Supporting People	Outcome 4	**Fully successful: 2 points**	
	Tackling Poverty	Outcome 5	**Fully successful: 2 points**	
External Review	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		**No**	30%
	Existing intervention or formal tailored support programme?		**No**	

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2013/14. Once both are agreed, the grant payment for 2013/14 will be paid to the Council. Early indications are that Welsh Government will advise the Minister that full grant should be paid.

Section 2

Detailed Improvement Priority Reporting

This section details the 'progress' and 'outcome' RAG statuses for each of the secondary priorities and the net, target and trend risk analysis.

It also details: -

- What we said we would do
- What we did
- What we did well
- What we did not do so well (where appropriate)
- What we will do in 2014 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)

A full copy of the 2013-2014 Improvement plan is available upon request.

Priority:	Housing
Sub-Priority:	Extra Care Housing
Impact:	Helping more people to live independently and well at home

What we said we would do in 2013/14:

1. Extend our extra care supported living service from 1 to 2 schemes increasing provision from 50 housing units to 113 housing units by opening Llys Jasmine in Mold to follow Llys Eleanor in Shotton.				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Llys Jasmine opened on a phased basis in the first week in October, after a slight delay on the build.
- The additional 63 apartments were fully subscribed and have now all been occupied and a waiting list exists for places.

What we did well
- Llys Jasmine opened on a phased basis in the first week in October.
- Promotional activity led to all apartments being fully subscribed

What did not go so well
- Slight delay in the opening of Llys Jasmine.

2. Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available, with plans for further schemes in the Flint and Holywell catchments.				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- Gained agreement to a proposal to utilise Welsh Government Intermediate Care Funding to support the capital requirement of developing two further Extra Care Housing developments in Flint and Holywell.
- Worked with social landlords to ensure that robust business plans can be developed on this basis.

What we did well
- Building on the success of the previous 2 schemes, proposals have been drawn up to develop 2 further schemes.

What did not go so well
- Negotiations with social landlords are still continuing, as a result target dates have been revised.

What we will do 2014 onwards
- Develop and agree detailed business plans to extend our extra care provision in Flint and Holywell to provide a further 60 units in each location.

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<table>
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Priority: **Housing**
Sub-Priority: **Modern, Efficient and Adapted Homes**
Impact: **Improving the choice and quality of local housing**

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What we said we would do in 2013/14:

1. Agree a new model of private finance to deliver an increased number of affordable homes					
Progress Status			**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- Undertook soft market testing with a number of developers who have access to capital funding to build new homes to agree a new model of private finance.
- Established a wholly owned property management company called North East Wales Homes. This went live in April 2014 and received the 10 housing units gifted to the Council, putting it in a position to offer the properties for affordable rent.

What we did well
- The soft market testing has made the Council aware of all potential financial models which can fund development.
- Establishing the wholly owned property company North East Wales Homes; who will be able to access private finance.

What did not go so well
- Slight delay in establishing North East Wales Homes.

2. Develop a strategy to grow and sustain the private rented sector					
Progress Status			**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Private rented sector improvement plan developed which is supported by Welsh Local Government Association and is being implemented where urgency exits e.g. change to homelessness duties

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What we did well

- Positive feedback was received following the private rented sector landlord event which was held in the later part of 2013. The event allowed the Council to consider the types of services North East Wales Homes should offer once established.

What did not go so well

- The uncertainty created by the potential review of local government as a consequence of the Williams Commission Report has left a vacuum of uncertainty over collaborative projects and slowed progress in some areas.

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3. Develop a regional housing register and common allocation policy with partners				
Progress Status	**Progress RAG**	A	**Outcome RAG**	G

What we did in 2013/14

- The Single Access Route to Housing (SARTH) policy which is developed to provide a regional housing register with a common allocation policy with partners was completed and approved by Cabinet in January 2014. A phased implementation was agreed and a 'cleanse' of the register will continue alongside this work.

What we did well

- The project has progressed well with successful preplanning and coordination of activities across the various councils and registered social landlords.

What did not go so well

- An ICT solution is still to be found that will allow for easy transition of Council allocations across the various Councils, resulting in delayed progress.

What we will do 2014 onwards

- Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.
- Implement further actions from the policy to grow and sustain the private rented sector through the North East Wales Homes business plan.
- Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.
- Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Priority:	Housing
Sub-Priority:	Achieve the Welsh Housing Quality Standard
Impact:	Improving quality of life for our tenants through improved housing

What we said we would do in 2013/14:

1. Agree a revised business plan with Welsh government to meet the Welsh Housing Quality Standard (WHQS)				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- The Council has agreed a revised business plan with Welsh government to achieve the Welsh Housing Quality Standard by 2020. The revised plan will commit to circa £103 m over the next 6 years to achieve WHQS. The initial focus will be on internal components of the properties.

What we did well

- Undertook detailed analysis to maximise investment capacity which in turn enabled the development of a revised business plan to meet the Welsh Housing Quality Standards. This plan was approved by Welsh Government.

2. Develop the capital programme ensuring value for money				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- A Tenant Liaison Officer was appointed in July 2013.
- The revised Stock Condition Survey is completed
- The asbestos consultancy and surveying of communal areas is in progress.
- The Capital Programme was fully delivered during the year and exceeded the original commitments made.

What we did well

- Heating upgrades - 600 homes promised - 977 completed
- Kitchen replacements – 922 promised – 1118 completed
- Smoke detectors - 884 promised - 804 completed
- Bathrooms – 0 promised – 200 completed

3. Develop a Housing Asset Management Strategy by January 2104				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- Revised the Housing Asset Management Strategy within timescale alongside the completion of an updated Stock condition survey to inform a revised 6 year Capital Investment Programme to achieve WHQS by 2020.

What we did well

- Production of a Housing Asset Management Strategy which once approved enabled the development of a revised delivery programme to meet WHQS.

What we will do 2014 onwards

- Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard by 2020.
- Reach a voluntary settlement with Welsh Government to introduce self-financing for the Council housing service by 1st April 2015.
- Develop a revised stock investment plan to meet objectives in the Housing Assets Management strategy in conjunction with Tenants and Members.

Priority:	Living Well
Sub-Priority:	Independent living
Impact:	Improving people's quality of life

What we said we would do in 2013/14:

1. Build on the success of the reablement/recovery approach; agree the regional plan for telecare/telehealth; improve the timeliness of the adaptions.				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14

- The Reablement and First Contact (Duty) teams were fully established.
- Bid submitted to Welsh Government for Intermediate Care Funding to further develop partnership approaches.
- Regional bid approved for Telecare/Telehealth.
- A new joint Disabled Facilities Grant (DFG) Home Adaptations Improvement Action Plan with the aim of improving the time taken to deliver DFGs and minor adaptations in Flintshire was agreed and is being monitored.

What we did well

- Adaptations: 100% of respondents to the Bushmede project survey (project to explore alternative means of supplying and fitting minor adaptations) were "very satisfied".
- The waiting list for an Occupational Therapy assessment was reduced, and a positive response to the self-assessment project was received with over 90% of people feeling their "needs had been fully met".
- Flintshire was the 2nd most improved authority in Wales, reducing the average days for adaptations through Disabled Facilities Grants (DFG's) to 246 days from 391 days in the previous year.

What did not go so well

- Timescales for the completion of major and complex adaptations continues to be a challenge for the future but progress against the Improvement Action Plan is being monitored.

2. Develop Commissioning Plans for specific areas to ensure service provision meets need				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14:
- Developed commissioning plans for specific work areas as follows (in accordance with planned activity):
  - Learning Disability Commissioning Strategy 2012 - 2018 which aims to give people with Learning Disabilities more choice of where they live and who supports them to live as independently and safely as possible.
  - Mental Health Commissioning Strategy 2013 - 2018 builds on a joint vision with Health. The strategy will build on strong foundations to further promote the recovery approach, by increasing the training, education and work opportunities offered.
  - Older People (Dementia Care Long Term Placements) Commissioning Strategy 2013 - 2018. The primary focus is on residential care services but it recognises that much work is needed to improve the quality of life for people living with dementia in all settings.

What we did well
- Secured support from the Social Services Improvement Agency to help plan and facilitate a workshop with providers in respect of people with Learning Disabilities.

What did not go so well
- Joint commissioning of dementia services with Betsi Calwaladr University Health Board (BCUHB) continues to be a challenge.

3. Use a whole family approach by implementing the Integrated Family Support Service				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- The Integrated Family Support Service (IFSS) was formally launched with Wrexham in September 2013, and provides support to vulnerable families to improve their quality of life chances through an integrated family focussed multi-agency approach.

What we did well
- An independent review of the Transition Service took place in summer 2013. The resulting report acknowledges the enthusiasm shown by staff and their commitment to clients.
- Development of an action plan following the review and a team day, which will be taken forward into 2014 / 2015 and will include

progression of child Protection and the integration of 14-16 year old transition service.

What did not go so well

- An initial challenge for IFSS was ensuring that referrals were made from childcare teams appropriately. In order to rectify this, staff from IFSS now meet regularly with childcare teams to raise awareness and ensure a steady flow of referrals to the service.

4. Prevent homelessness for people who are alcohol and drug dependent, victims of domestic violence, ex-offenders and young people including care leavers				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14

- By undertaking proactive and effective homeless prevention work the housing options team are minimising the financial pressures on the council through the fulfilment of its statutory homeless duties
- The Homesafe Service is a target hardening service providing free security to victims of domestic abuse. Last year the Service received 170+ referrals. Effectively, by assisting victims of domestic abuse to remain safe in their own homes, we are preventing them becoming homeless.
- Set up of support gateway to streamline and make better use of support projects for people who are drug and alcohol dependent, victims of domestic violence, ex-offenders and young people including care leavers.

What we did well

- A new housing options duty system was implemented, freeing up time for prevention activity. Improvements in the joint children's and housing integrated team for homeless 16/17 year olds.
- The setting up of a support gateway to streamline and make better use of support projects for people who are drug and alcohol dependent, victims of domestic violence, ex-offenders and young people including care leavers.
- Homeless prevention for at least 6 months for households and individuals (including care leavers) improved for 2013/14 (84.89%) compared with 83.41% in the previous year.

What did not go so well

- Plans for an alternative option to B&B for vulnerable groups has been deferred. Numbers of households in B&B remain higher than we would have wished.

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5. Carry out a major review of the Transition Service and implement findings				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- The independent review of the Transition Service took place in Summer 2013.
- A team day was held with service users, with themes around communication, the need to have better access to health services, and the need to improve knowledge about each part of the Social Services Department in order to facilitate better understanding of processes and services.
- An action plan was developed as a result of the review and the team day, which will be taken forward into 2014 / 2015. Actions include progressing issues relating to Child Protection, and the integration of 14 to 16 year olds into the Transition service.

What we did well

- A Transition Team event in November gave young people and their families' opportunity to feedback on the service they had received. People said the service was better now they have one contact point in the team, "to see things through" and that generally support was positive.

What did not go so well

Child Protection investigations were recognised as an issue for the new joint team, and the service have commissioned work to explore national good practice in child protection for children with a disability in transition. The outcome of this work will inform the practice to be adopted.

What we will do 2014 onwards

- Maintain the success of the reablement/recovery approach, engaging in regional working for the further roll out of telecare/telehealth and improve the timeliness of adaptations.
- Implement a series of actions to support greater independence for individuals with a frailty and /or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.
- Expand the use of the whole family approach through the Integrated Family Support Service.
- Examine the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.
- Continue to prevent homelessness for people who are:
  - alcohol and drug dependent and/or

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- Ex-Offenders and / or
- Victims of domestic violence and / or
- Young people including care leavers

<table>
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Priority: **Living Well**
Sub-Priority: **Integrated Community Social and Health Services**
Impact: **Helping more people to live independently and well at home**
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What we said we would do in 2013/14:

1. Integrate community based health and social care teams within localities

Progress Status	Progress RAG	G	Outcome RAG	A

What we did in 2013/14:
- Integrated community based health and social care teams within localities.
- Locality Leadership Teams completed self-assessments as part of a North Wales review of the 14 localities across the region. Each of the locality leads are currently developing action plans to respond to the findings of these assessments.
- The local project manager for the Single Point of Access (SPOA) was appointed and is in post.
- Work is being undertaken regionally to take forward this model with the aim to have SPOA in place in Flintshire in 2016.

What we did well
- In December 2013, the first co-located team of Social Workers, Occupational Therapists and Districts Nurses were based within Holywell Community Hospital. The second team will be co-located in 2014/2015 and the final locality team in 2015/2016.

What did not go so well
- Finding suitable bases for co-location has been a challenge. Having succeeded in Holywell there is now a way forward to pick up the pace for co-location in the other two localities once bases of a suitable size have been identified.
- Achievement of the outcome is subject to all partners being able to fully contribute to plans.

2. Support the introduction of Enhanced Care Services (ECS) in the North West locality by summer 2013 and in the North East and South Localities by autumn 2013

Progress Status	Progress RAG	A	Outcome RAG	G

What we did in 2013/14:

- An Enhanced Care Service was implemented in the North West Locality in September.
- As part of the move to locality bases the Enhanced Care at Home model brings together the Reablement Team and the Crises Intervention Team from Health providing Short term "step up" intensive community based care as a credible alternative to hospital admission or "step down" approach to enable early discharge from hospital, and effectively supports people in their home.

What we did well

- Very positive feedback has been received from service users, carers and their families about the Enhance Care service.

What did not go so well

- This is a new service model, and a high degree of support and focus has been required to ensure that all partners have bought into the Enhanced Care Service model. In some instances it has taken longer than anticipated to get all stakeholders on board.

3. Ensure that effective services to support carers are in place as part of the integrated social health services				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14:

- Continued to protect funding for carers through our multi-agency Carers Commissioning Strategy 2012-2015.
- In response to the Carers Strategies (Wales) Measure 2010 the regional Carers Information Action Plan to keep carers better informed was implemented.
- The Council has been part of a North Wales group which has developed the new North Wales Carers Information and Consultation Strategy 2012-2015.

What we did well

- Delivered on our priority to implement a model of support that will provide carers with flexible breaks and alternative care.
- With an investment of £50k, the 'Bridging the Gap' pilot scheme was launched in April 2013 to address the identified need for carers breaks and that 'replacement care' should be more flexible and sometimes available at short notice.

What did not go so well

- Over the last 18 months, the capacity of staff to deliver training on Carers Needs Assessments has diminished. In response a pilot course, led by NEWCIS, was implemented which is open to providers and staff from all agencies and the voluntary sector. The

intention is to roll this training out during 2014/15.

4. Ensure Health and Social Care and Well Being Strategy priorities are progressed through localities				
Progress Status	**Progress RAG**	A	**Outcome RAG**	A

What we did in 2013/14:
- Each of the Locality Leadership Teams' (LLT's) 2013/14 action plans contained priorities that were consistent with the priorities within the Health and Social Care and Well Being Strategy (HSCWBS).
- Each of the 3 LLT's undertook a Partnership Assessment to assess the strength of the partnership groups and to identify ways to improve.

What we did well
- Each of the LLT's identified priorities within their action plans that would contribute to HSCWBS priorities.
- Improved access to emergency contraception and long lasting and reversible contraception.
- Introduction of level 3 pharmacy support in a number of locations in the county to improve access to evidence based smoking cessation support.

What did not go so well
- Delay in the introduction of co-located teams and Enhanced Care at Home within South and North East Flintshire.

What we will do 2014 onwards
- Continue the integration of community based health and social care teams within three localities.
- Support the introduction of Enhanced Care Services (ECS) in the north East and South Localities by March 2015.
- Continue to ensure that effective services to support carers are in place as part of the integrated social and health services.
- Ensure Single Integrated Plan (SIP) priorities are progressed through localities.
- Effective and efficient use of Intermediate Care funds to support individuals to remain in their own homes.

Priority:	Economy and Enterprise
Sub-Priority:	Business Sector Growth in Deeside
Impact:	Creating jobs and growing the local economy

What we said we would do in 2013/14:

1. Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park (DIP) and Deeside Enterprise Zone (DEZ).				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Promoted Deeside Industrial Park within the wider Deeside Enterprise Zone with property and land agents to raise awareness of DEZ and encourage relocation and expansion.
- Worked in partnership with Welsh Government's Marketing team to develop promotional material to raise awareness of DEZ as a desired location for advanced materials, energy and advanced manufacturing sector businesses
- Engaged with Welsh Government's Overseas Investment team, the Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local business ambassadors to raise awareness of DEZ to maximise interest and potential for inward investment.

What we did well
- Received 37 new DEZ enquiries and achieved a 54% conversion rate from new enquiries to investment.
- Supported DEZ businesses to apply for Welsh Government Business Rate Scheme and Economic Growth Fund.

What did not go so well
- Unable to quantify DEZ enquiries being directly supported by other business development organisations. As a result, there are investment enquiries and opportunities that remain unreported / omitted from our data.

		Progress RAG	A	Outcome RAG	G

2. Support the growth of the existing business on Deeside, to maximise opportunities for business development

Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- Worked in partnership with local business ambassadors to introduce potential investors to the local business community and with Communities First, Careers Wales, Department of Work and Pensions, Job Centre Plus, Higher Education and Further Education facilities to raise awareness of self-employment, local career opportunities and workforce development.
- Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people.
- Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire.

What we did well
- Supported the creation of 838 new jobs within DEZ, a significant increase from the 431 reported in 2012/13.
- Helped to safeguard 396 jobs within the DEZ operating a 'Rapid Redundancy unit' with public and private sector partners when job losses were announced.
- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment.

What did not go so well
- We are unaware of all DEZ job creation being directly supported by other business development organisations. As a result, there are jobs created that remain unreported / omitted from our data.

3. Produce, agree and implement the "masterplan" for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone

Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**A**

What we did in 2013/14
- The site is under two ownerships, Praxis and Pochin Rosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. Meetings have been successfully facilitated to identify risk, barriers to progress and negotiate milestones to maintain momentum and delivery of Northern Gateway.
- A Framework Masterplan document was developed to provide consistent guidance to both parties for the key strategic requirements that the Council has for how this site should be developed.

What we did well
- The development of the Framework Masterplan which was approved by Planning Committee on 4th September 2013.

What did not go so well
- Consultation is required to finalise the traffic impact following development of the site.

4. Explore with Welsh Government the opportunities to improve the infrastructure (transport and housing etc).					
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14:
- Agreed with the landowners that planning permission will be through the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

What we did well
- Flood mitigation work was agreed and work will commence in Summer 2014.

What did not go so well
- Formal approval is awaited from Welsh Government for the overall DEZ Infrastructure Business Plan.
- Discussions between Welsh Government and land owners continue.

What we will do 2014 onwards
- Promote and support growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and manufacturing.
- Further implementation of the "masterplan" for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
- Explore with Welsh Government further opportunities to improve local infrastructure (transport, utilities, environment etc.)

Priority:	Economy and Enterprise
Sub-Priority:	Town and Rural Regeneration
Impact:	Making local communities viable

What we said we would do in 2013/14:

1. Progress and invest in the eight Town centre "masterplans" to meet local priorities and need				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Project design processes underway in most towns.
- Submitted a successful bid to Welsh Government for Vibrant and Viable Places support for Deeside.
- Supported the Holywell events programme.
- Continued support to town partnerships.
- Launched the Building Enhancement Scheme to bring vacant high street properties back into use.

What we did well
- £6.024m secured from Vibrant and Viable Places funding for Deeside.
- Phased demolition of the maisonettes in Flint underway throughout the year.
- Flintshire Connects in Flint opened.
- Design process complete for Mold Daniel Owen Square refurbishment.

What did not go so well
- Slower progress than anticipated with the towns capital programme.
- The Building Enhancement Scheme was established at a slower pace than anticipated with applicants taking up to six months in some instances to move from their first stage approval to submitting their full applications.

2. Complete the rural development schemes in Mold, Holywell and village areas

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Four 'Axis 3' projects significantly contribute to the rural development schemes. Programme management of the projects continued involving regular monitoring of the organisations responsible for project delivery and the administration of financial claims.

What we did well
- 60 bursaries were awarded from the Flintshire Enterprise project. Businesses established include, bespoke party cakes, childcare for autistic children, vintage clothes retailer, jewellery designer and equestrian products provider.
- The Community Key Fund was extremely successful in supporting the refurbishment of rural community facilities and was fully committed during 2013/14. Projects included, the development of a community space within St Michael's Church in Brynford, the creation of a community room at Pontblyddyn Cricket Club, the renovation of Pantymwyn Village Hall and facility improvements at Gwespyr Village Hall.

What did not go so well
- The creation of an overspill car park facility at Talacre was slower than forecast due to the complexity of finding a suitable site. This is now resolved.
- The Town and Village Streetscape project has experienced difficulties with the implementation of the Streetscape Improvement Grant.

3. Agree the new business model for the County's Community Events Programme including marketing and promotion

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- The new business model for the County's Community Events Programme was approved.
- 'How to plan an event?' pack and web information completed and available through the website and in printed form.
- First training seminar for event organisers took place looking at sponsorship. It was very well attended and received positive feedback.
- Good take up of tourism grants which supports events that attracted both local people and visitors. £9,200 was awarded to support

20 events.

What we did well

- The Mold two day Food and Drink festival was a considerable success and attracted 15,000 people.

What did not go so well

- Automated information feed between Flintshire County Council's 'What's On' and Flintshire Tourism Association 'Discover Flintshire' website for visitors was not fully operational by year end.

What we will do 2014 onwards

- Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
- Deliver an integrated programme of regeneration in Flint to realise the vison set out in the Flint Masterplan.
- Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

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Priority:	Economy and Enterprise
Sub-Priority:	Social Enterprise
Impact:	Supporting and creating new forms of local business

What we said we would do in 2013/14:

1. Agree an investment plan for growing and supporting Social Enterprise

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Introduced the Flintshire Social Enterprise Fund, hosted the first social enterprise conference in North Wales and introduced a network for Social Enterprise in Flintshire.
- Established a £50,000 Flintshire Social Enterprise Fund to assist new and emerging local social enterprises to grow and develop.
- Employed a part time project manager to develop Board activity, raise the profile of social enterprise, deliver the grants programme and seek and secure further resources for the delivery of social enterprise support and development.

What we did well
- The Social Enterprise Conference was well received and noted in the media.

2. Develop effective support for Social Enterprises

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Put support networks in place.
- Developed a dedicated webpage which signposts existing social enterprises to support and funding.
- A Social Enterprise Conference was held in March 2014 to provide potential and existing social enterprises with information and sources of support.
- Agreed a Community Asset Transfer Policy to enable under-utilised Council owned buildings to be transferred to Social Enterprises under certain criteria.

What we did well
- Prompt referrals were made so that businesses could received the appropriate support.

3. Develop new social enterprise projects to meet the Council's priorities				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Raised the profile of alternative ways of working across the Council.

What we did well
- Double Click (social enterprise) was operational by year end but hadn't become a legal entity in is its own right.

What did not go so well
- More pace and simplification of process in establishing social enterprises is needed.

What we will do 2014 onwards
- Raise awareness of the Flintshire Social Enterprise Fund.
- Further develop effective support for Social Enterprises.
- Further develop new Social Enterprise projects to meet the Council's priorities.

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Priority:	Skills and Learning
Sub-Priority:	Modernised and High Performing Education
Impact:	Improving standards in schools to get the best learner outcomes

What we said we would do in 2013/14:

1. Make a difference through our School improvement Strategy by: -

• Raising standards by improving skills in literacy and numeracy					
Progress Status			**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- This area of work was coordinated and delivered by regional teams using the national model.
- National Support Partners (NSP) were allocated to all mainstream schools and Pupil Referral Units.
- A separate system was utilised for special schools and Ysgol Pen Coch led the support for these schools across the Consortium.
- Catch-up training was offered by GwE (Regional School Improvement Service) to all schools.
- National Literacy and Numeracy Tests were completed in May 2013 for years 2-9. This data will be used as a benchmark for future analysis with tests being repeated on an annual basis.

What we did well
- All schools have been provided with support from NSP. 15 Flintshire Primary Schools received additional support from the Associate Partners and are making progress.
- Ranked 1st in Wales for the percentage of pupils (62.2%) who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics; ranked 2nd in Wales for 2012/13 (59.6%).
- The percentage of learners achieving GCSE grade C or above in Mathematics (68.5%) and English (72.7%) both improved on the previous year (69.4% and 69.2% respectively).

What did not go so well
- Schools were at different stages of planning so some NSP Partners initiated work at too low a level to meet their needs.

	Progress RAG	A	Outcome RAG	G

Raising educational attainment by reducing the impact of poverty and disadvantage

Progress status	**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14

- Officer support continued to be provided to schools in the use of School Effectiveness Grant and Pupil Deprivation Grant (SEG/PDG). Implementation of completed SEG/PDG spending plans was monitored by the LA. A conference has been held for both Flintshire and Wrexham schools advising in relation to effective strategies, specifically in the use of PDG. An element of the retained SEG funding has been targeted at schools with identified significant needs.
- Training was provided to secondary schools on the Student Assistant Programme, which supports the development of resilience.
- 'Time For Change' service was established and is fully embedded, offering alternative curriculum opportunities to learners at risk of losing their placement in schools.
- North Wales Consortium bid for Welsh Government Attendance Grant was successful, with a Lead Officer recruited and task groups of staff from across the region identified to work with targeted schools across the North Wales Consortium.
- The Local Authority Inclusion Service continued to develop opportunities for alternative curriculum provision, and advice to schools, to support the maintenance of mainstream placements for learners at risk.

What went well

- Appointment of an experienced officer to focus on the appropriate use of the grant and provide support and challenge to schools.
- Training has been well received by schools.
- Validated data indicates that the performance of learners entitled to free schools meals has improved in 2013 relative to 2012 at Key Stage 4.
- Improved performance of the cohort of learners entitled to free school meals in achieving the Level 2+ Indicator (five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language) achieved an outturn of 35.7%, a significant increase on the 26% achieved for 2012.

What didn't go so well

- A planned piece of work; the development of a Regional Inclusion Quality Mark has been deferred as it was not perceived as a priority across the region.

• Raising standards by sharing best teaching practice and resources across schools in the region				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14

- The Steering Group for collaborative working met on a half termly basis, it has representation from Primary and Secondary phases and reviewed the structure for sharing good practice.
- Secondary schools identified Convenors to lead 13 subject forums focusing on national priorities and sharing good practice.
- The 5 Foundation Phase Partnerships continue to meet frequently and provide an effective forum for sharing best early years practice, for the delivery of further professional development opportunities and the development of resources.

What we did well

- Secondary Forums had previously been led by officers from the School Improvement Service. Forums led by Convenors were viewed positively by schools, to the extent that Head teachers have agreed to release staff to attend three meetings in 2014/15.

What did not go so well

- Whilst Consortium groups worked well on their previous agenda, some consider themselves to be unsuited and not currently ready to accept additional delegated responsibilities.

• Raising standards through effective use of new technologies				
Progress status		**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14

- Worked toward providing suitable infrastructure in every Flintshire school and Pupil Referral Unit. The new high capacity networking infrastructures were completed on schedule together with the provisioning of most of the wireless networks and wireless facilities.
- Worked toward the improved provision of broadband in all schools and PRUs which for some has been a severe limiting factor.
- Central solutions to allow safe and secure access to the internet using a range of mobile devices, owned by schools, staff and learners were implemented according to plan.
- HwB+ (the National Learning Platform for Wales provided by WG) has been rolled out in line with Welsh Government deployment schedule.

What went well

- Complete ICT infrastructures in all schools and PRU's.
- The allocation of dedicated project management resource worked well, providing excellent project governance and communications out to all stakeholders.
- The high degree of collaborative effort on these projects between the ICT Unit and Central ICT.

What didn't go so well

- Underestimation of resource requirements and issues with a key supplier led to delayed implementation and a backlog of normal support work.
- Hwb+ availability to secondary schools was delayed due to secondary school provisioning being delayed from providers of the Hwb+ on behalf of the Welsh Government.

• Better preparing young people for the work place				
Progress status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14

- Links with Careers Wales have been renewed and meetings held to identify and disseminate best practice locally and nationally.
- Curriculum leaders shared best practice during their Summer Term meeting.
- Work on identifying best practice in integrating activities into the curriculum has been led by the Head teacher of Argoed High School, working with colleagues from Argoed and Connah's Quay High Schools and supported by funding identified in the 14-19 Regional Plan. Views of employers were gathered through attendance at a meeting of the 14-19 Employers' Forum.

What went well

- Argoed and Connah's Quay High Schools have worked together to identify best practice. Head teacher of Argoed High School attended 14-19 Employers Forum gathering views of employers very successfully.

What didn't go so well

- As yet, there is not an equal commitment from all schools.

	Progress RAG	A	Outcome RAG	A
• **Making sure schools receive the best possible support from the new Regional School Effectiveness and Improvement Service (GwE)**				
Progress status				

What we did in 2013/14

- Undertook monthly monitoring of progress on actions identified in the School Improvement Strategy, identifying key lessons learned and modifying actions accordingly.
- Work was initiated on the Education Improvement and Modernisation Strategy to bring together in one plan areas previously in the School Improvement Strategy and Development and Resources Plan.
- GwE/regional forums attended by Lead Member, Director, Head teacher and Governor representatives.
- Regional School Effectiveness Group attended by Primary and Secondary Principal Officers, who also meet locally with the sub regional GwE Senior System Leader and team.
- Officers attend Head Teacher Federations and other regular meetings with School Leaders.
- The Local Authority School Partnership Agreement identifying roles and responsibilities was shared and agreed with schools.

What went well

- System Leader visits have been undertaken in all schools, identifying good practice and areas for improvement from discussions with Head teachers. The Spring Term visit also included a bespoke element, generally around a review of learner work. Examples of good networking between individual schools were brokered by Systems Leaders.

What didn't go so well

- There is less direct non-targeted support available to schools; this was seen as a weakness by some.

What we will do 2014 onwards

Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -

- Improving skills in literacy and numeracy.
- Improving educational achievements of children in a position of disadvantage including our Looked after Children.
- Sharing best teaching practice and resources across schools and the region.
- Improving the preparation of young people for the work place.
- Continuing the implementation of 21st Century Schools programme.
- Implementing the outcomes of the asset review including primary school organisation.

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- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources.
- Raising standards through effective use of new technologies.
- Ensuring best quality educational support during implementation of the national model for regional working.

Priority:	Skills and Learning
Sub-Priority:	Places of Modernised Learning
Impact:	Improving standards in schools to get the best learner outcomes

What we said we would do in 2013/14:

1. Make a difference through our School Modernisation by:-

• Implementing our Primary and Secondary School Modernisation Plans				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Completed the process of consultations relating to sixth form education provision for Flint.
- Published statutory notice regarding the change in age-range of Queensferry Primary School.

What we did well
- Good progress made on the new school in Shotton – now named by the community as Ysgol Ty Ffynnon. (Well House School).

What did not go so well
- Delay in decision from the Education Minister in response to the June 2013 statutory notices.

• Submitting our Business Case for future change to Welsh Government for approval				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Completed and submitted the Outline Business Case for 21st Century Schools Programme.

What we did well
• Outline Business Case approved by Welsh Government October 2013.

• **Developing the design and building of planned new schools and the post-16 centre at Connah's Quay**				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Developed plans for 21st Century Schools.
- Consultations were completed for both Flint and Saltney.
- Developed plans for the Sixth Form hub in conjunction with Coleg Cambria.
- Finalised plans for Holywell schools submitted to Welsh Government for comment.

What we did well
- Some consultations were received positively.
- Positive ways forward have been identified in each community.
- Planning of the Connah's Quay Hub and Holywell schools. Welsh Government approval of the Holywell schools plans received.

What did not go so well
- Resilience of post 16 provision continues to be significantly tested through reducing funding.
- Plans for the Queensferry School require further development.
- Legal powers had not been delegated to authorities by the Welsh Government to propose federations by the end of 2013/14, which would support planned work in this area.

• **Strengthening school 'cluster working' and federations**				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Completed the approval process of bringing together schools amalgamations of all Infant and Junior schools amalgamated by September 2016.
- Reduced the number of schools through amalgamations.
- Reconfigured some schools as a result of Headteacher requests.

What we did well
- Submissions to Cabinet approved.
- Technical amalgamation at Hawarden did not attract objections.
- Altered capabilities according to the current use of the schools.

What did not go so well
- Legal powers had not been delegated to authorities by the Welsh Government to propose federations by the end of 2013/14, which would support planned work in this area.
- Further significant change is required to mitigate the challenges of reducing financial settlements.
- Demographic change has had a negative effect on the percentage of surplus places in some schools.

• **Improving Information Communication Technology Infrastructure in all schools using Learning in Digital Wales funding**				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14:
- Rolled out the Welsh Government's Learning in Digital Wales project.

What we did well
- Infrastructure work carried out efficiently within all Flintshire Schools and Pupil Referral Units.

What did not go so well
- Technical difficulties were experienced which were caused by suppliers.

What we will do 2014 onwards

For 2014/15 the sub-priority Places of Modernised Learning has been included within Modernised and High Performing Education.

Priority:	Skills and Learning
Sub-Priority:	Apprenticeships and Training
Impact:	Meeting the skills and employment needs of local employers

What we said we would do in 2013/14:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, training and work experience opportunities					
Progress Status			**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- Worked across all sectors to ensure that young people have a wide range of opportunities.
- Developing a "Shared Apprentice" model with Coleg Cambria/Welsh Government.
- A construction led apprenticeship scheme is in place which will create at least 50 additional apprenticeships per year.
- Communities First worked in partnership to link the Jobs Growth Wales & Young Recruits Programme with Coleg Cambria and businesses.
- West Flintshire Community Enterprises (a social enterprise set up by Communities First) created and implemented an initiative which supports community-based job opportunities for young people in Flintshire.
- Delivered training for more than 200 young people.

What we did well
- Flintshire County Council was nominated to the Construction Shared Apprenticeship Board in March 2014.

What did not go so well
- Overall numbers were quite low and we will be looking to improve that in future years.

2. Launch the Employers' Promise in the public sector to promote and enhance our roles as employers

Progress Status	Progress RAG	A	Outcome RAG	G

What we did in 2013/14
- Completed our Employers' Promise and launched it at the Local Service Board (LSB) meeting on 1st April 2014 with the commitment that a HR working group will take this work forward.
- HR Representatives from partner organisations were invited to join the Apprenticeships, Entrepreneurships and Work Experience Project Board (now Employment Skills and Jobs) have been commissioned to start to identify ways of delivering the five main themes of the Employers' Promise.
- A Project Manager was appointed to provide support for the development and coordination of a programme of work around this.

What we did well
- Good launch with press coverage.

What did not go so well
- Delay to HR group convening later than planned; additional pace will now be needed.

3. Set a market strategy to communicate the range of apprenticeships and training programmes available

Progress Status	Progress RAG	A	Outcome RAG	G

What we did in 2013/14
- Assessed the potential for a local marketing strategy.
- Work progressed to create a local version of the much noted "InformSwansea" model assessing compatibility of technology, use in the local context and possible outcomes of the model. The model developed with the Welsh Government and the North Wales Economic Ambition Board to cover the whole region provides valuable information about the range of training programmes.

What we did well
- Worked with Welsh Government and the Economic Ambition Board to progress development of a local menu of training opportunities.

What did not go so well

- Change in direction from local approach to potentially a regional model has led to delays in delivery.

<table>
<tr><td colspan="5">**4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training**</td></tr>
<tr><td>**Progress Status**</td><td>**Progress RAG**</td><td>**A**</td><td>**Outcome RAG**</td><td>**G**</td></tr>
</table>

What we did in 2013/14

- Delivered training for more than 200 young people.
- Apprentice numbers within Flintshire County Council are increasing.
- Communities First secured funding for Science, Technology, Engineering and Maths (STEM) events and clubs.
- A Winter/Summer College project commenced with Schools, Employers and Coleg Cambria to support young people at risk of becoming NEET (not in Education, Employment or Training).
- Much work has been undertaken with the Deeside Enterprise Zone to look at engaging businesses to work closely with Schools around the STEM (Science, Technology, Engineering and Mathematics) subjects and the Science Clubs to include workshops to identify business needs and those of young people. Employers are now involved within these projects.

What we did well

- A Summer College was held with schools which benefited young people at risk of becoming NEET.

What did not go so well

- More quantifiable data and information are required to enable assessment of progress and setting of achievement targets.

<table>
<tr><td colspan="5">**5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network**</td></tr>
<tr><td>**Progress Status**</td><td>**Progress RAG**</td><td>**G**</td><td>**Outcome RAG**</td><td>**G**</td></tr>
</table>

What we did in 21013/14

- Communities First worked with Askar Sheibani (prominent local business person and Chair of Deeside Industrial Park Forum) to support a Dragon's Den event.
- Delivered two major entrepreneur programmes – Business Entrepreneurship Network (BEN) and The Enterprise Club.
- BEN - excellent progress with strong links developed across the network, enabling young people to access support to become entrepreneurs.

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- Good links developed with Coleg Cambria and Glyndwr University, both are partners on the BEN.
- There are 6 Entrepreneurs trading.
- 3 Entrepreneurs are looking to support the Artisans Shop in Holywell to gain experience in retail.
- The Enterprise Club - has over 50 members.

What we did well
- Received positive Welsh Government recognition for the design and impact of the programme. Similar models are increasingly being rolled out in other authority areas.

6. Continue to develop and increase the number and range of Communities First Job Club programmes				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- Operated 6 Jobs Clubs.
- Developed an education programme with employability workshops operating alongside the Jobs clubs.

What we did well
- Jobs and Employability Clubs in 6 of the most deprived wards supported more than 100 people to secure employment.

7. Implement skills development programmes in partnership with local employers				
Progress Status	**Progress RAG**	A	**Outcome RAG**	G

What we did in 2013/14
- Significant progress was made with the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC).
- Phase one of the feasibility study was completed to develop a skills pipeline in partnership with Welsh Government, Higher Education, Further Education and private industry.
- The Minister for Economy, Science and Transport has accepted in principle the second stage of the feasibility study.
- Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities for the project which is also being supported by Toyota, Tata and UPM.

What we did well
  - Phase one of the feasibility study has been completed to develop a skills pipeline in partnership with Welsh Government, HE, FE

and private industry.
- Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities, the project is also being strongly supported by Toyota, Tata and UPM.

What did not go so well
- It is taking longer than originally hoped to move from initial concept design work to a complete and owned full business case for delivery.

What we will do 2014 onwards
- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
- Make an impact with the Employers' Promise in key areas.
- Market and communicate broadly the range of apprenticeships and training programmes available.
- Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
- Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
- Continue to develop and increase the number and range of Communities First job clubs.
- Commission and deliver skills development programmes in partnership with local employers.

<table>
<tr><td colspan="2">**Priority:**   **Safe Communities**
Sub-Priority: **Community Safety**
Impact: **Keeping people and communities safe**</td></tr>
</table>

What we said we would do in 2103/14:

1. Make a difference through the Community Safety Plan by:
• **Working with young people to raise greater awareness of domestic abuse and sexual violence;**
• **Improving the range of services available for people recovering from drug and alcohol misuse;**
• **Developing a partnership approach to deal with the harm caused by alcohol misuse**

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2103/14

- The North Wales Community Safety Plan was approved by the North Wales Safer Communities Board at its meeting on 20th February 2014.
- All secondary schools in Flintshire have received theatrical performances from the 'Cat's Paw' theatre company whose aim it is to raise greater awareness of domestic abuse and sexual violence amongst young people in year 9.
- The Flintshire Multi Agency Risk Assessment Conference (MARAC) exceeded its repeat referral rate. The rate stands at 27% which is better than the rate recommended by Coordinated Action for Domestic Abuse (CAADA).

What we did well

- Effective partnership working on a local and regional level.
- In July 2013 the Flintshire Community Safety Partnership was formally subsumed within the Local Service Board (LSB) and its statutory duties will be discharged through the work of Flintshire Local Service Board.
- A successful Christmas campaign was also launched to promote a safe drinking message, encouraging revellers of the county to 'know their limits' and behave responsibly over the festive season.
- For the second consecutive year the team ran very successful events in Coleg Cambria in support of the White Ribbon campaign (prevention / raising awareness of domestic violence).

What did not go so well

- Slight decline in the amount of time taken between referral and treatment dates for substance misuse on the performance achieved in the previous year.

2. Implement the anti-social behaviour strategy for Council tenants				
Progress Status	**Progress RAG**	A	**Outcome RAG**	G

What we did in 2013/14
- The Antisocial Behaviour Policy was implemented and services are now being delivered in line with this new policy.
- The Policy introduced a range of measures including risk assessments for victims and witnesses of anti-social behaviour.
- A new IT system which has enabled the Team to manage cases effectively and efficiently was implemented.

What we did well
- The implementation of the new case management IT system which offers further opportunities for development in the future to enhance the service provided.

What did not go so well
- There was a delay in providing benchmarking data to Housemark due to the reporting module taking longer to implement than the main system.

3. An effective Workplace Domestic Abuse Policy				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- Introduction of domestic abuse workplace policy for Flintshire County Council employees.

What we did well
- Launched a workplace domestic abuse policy and worked to reduce the risks associated with domestic abuse, the Council is creating a safer workplace as well as sending out a clear message that domestic abuse is unacceptable.
- Literature, such as information sheets and guidance notes, based on the policy have been produced and are available on the Council Infonet site.

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- Two training sessions have been held at Coleg Cambria (Northop) to assist managers and staff in using the Policy.

4. Reduce the fear of crime by making best use of the latest technologies including closed circuit television				
Progress Status	**Progress RAG**	**R**	**Outcome RAG**	**A**

What we did in 2013/14
- Following a decision by the Minister for Local Government and Communities, to withdraw support relating to a capital grant allocation of £2.4m from the regional collaboration fund, the North Wales Regional Leadership Board agreed to bring the regional CCTV project to a close.
- Flintshire County Council established a CCTV Steering Group with the remit of reviewing its current provision, and to consider future solutions.

What we did well
- An in depth analysis of council operated CCTV cameras for crime and anti-social behaviour hotspots in Flintshire was carried out by the Community Safety Partnership; this will facilitate decisions relating to future service delivery.

What did not go so well
- Long timescales and delays before reaching the decision to bring the North Wales Regional CCTV collaboration to a close.

5. Develop a better understanding of how the Council can prevent human trafficking and sexual exploitation as part of a Safeguarding Strategy				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Developed a Sexual Exploitation Risk Assessment framework (SERAF) and resource pack: -
  - o to Identify children and young people at risk of or abused through sexual exploitation;
  - o manage information about children and young people in a way that identifies risk; gathers intelligence and monitors the extent of the issue locally;
  - o identify appropriate interventions and safeguarding actions for children and young people at risk of sexual exploitation
  - o deliver evidence based practice in responding to the needs of children and young people at risk of abuse through sexual

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exploitation
- Appointment of Missing Person's Coordinators in North Wales Police.
- Arrangement of regional meetings to focus on missing children and child sexual exploitation, with the aims of preventing child sexual exploitation and safeguarding of children by reducing the number of missing episodes.
- Children's Safeguarding Managers attended training in the prevention of human trafficking and child exploitation. This training has been rolled out further to other managers and staff working in services for children.

What we did well
- After the success of the initial two training sessions in the prevention of human trafficking and child exploitation, this course has been rolled out to the multi- agency group.

What did not go so well
- SERAF Strategy Meetings between Flintshire, Wrexham and North Wales Police are not taking place as regularly as planned due to competing priorities.

What we will do 2014 onwards
- Contribute to the delivery of the North Wales Community Safety Plan Priorities: -
  - Reduce the impact of domestic abuse on high risk repeat victims
  - Raise awareness of sexual violence amongst young people
  - Manage the impacts of anti-social behaviour
  - Manage the impacts of substance misuse
- Reduce the fear of crime by :-
  - Making the best use of the latest technologies including closed circuit television (CCTV)
  - Ensuring the street-lighting system is working effectively
  - Removing graffiti within the Streetscene timescales
- Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

Priority:	Safe Communities
Sub-Priority:	Traffic and Road Management
Impact:	Improving road safety

What we said we would do in 2013/14:

1. Agree and implement a civil parking enforcement policy by: - • **Submitting a bid to Welsh Government to approve the Council's civil parking enforcement powers** • **Implementing civil parking enforcement**				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2103/14
• Introduced Civil Parking Enforcement (CPE) in October 2013.
• Submission and approval of CPE business case by Welsh Government and formal approval to implement gained through Council.

What we did well
• Successful business case to Welsh Government and formal approval through Council procedures.

What did not go so well
• Some residents found aspects of the publicity campaign slightly confusing.

2. Implement the first phase of our speed limit review				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
• Commenced the first phase of the agreed speed limit review programme.

What we did well
• Gained Police approval and forwarded proposals to the Legal Section for the statutory public advertisement.

What did not go so well
• Some schemes raised complications, both legal and operational, in resolving issues with the speed limits on adjacent A and B class network roads.

3. Agree, subject to funding, the first phase of our 20mph zones outside schools

Progress Status		Progress RAG	R	Outcome RAG	R

What we did in 2103/14
- Completed the scheme designs for the signage relating to the 40 schools included in the current phase.

What we did well
- Design process and scoping of requirements at various school locations.

What did not go so well
- Delay in approval because of need for Welsh Government to ensure that the signs comply with visual standards, particularly in terms of colour blindness, given the proposed colour combination.

4. Undertake a programme of installing improved street lighting

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2103/14
- Successful implementation of the Street Lighting Policy and Specifications.
- Replacement of 850+ structurally failed columns.
- Renewal and installation of 400 part night lanterns and 100 dimmable lanterns on the A458.
- Installation of 200 dimmable lanterns across Flintshire

What we did well
- Successful implementation of the Street Lighting Policy.

5. Implement Regional Transport Plan road safety schemes				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Completed all six safety schemes (A541 south of Pontblyddyn, A541 Bryn Alyn Bends, A541 Star Crossing, Englefield Avenue, A548 DIP, A550 Tinkersdale)

What we did well
- Schemes completed on time and in budget

What did not go so well
- Some of the planning, consultation and legal procedures took significantly longer than envisaged.

What we will do 2014 onwards
- Complete implementation of the first phase of our 20mph zones outside of schools.
- Maintain the Council's road infrastructure to improve road safety.
- Implement Regional Transport Plan road safety schemes.

Priority:	Poverty
Sub-Priority:	Welfare Reform
Impact:	Protecting people from poverty

What we said we would do in 2013/14:

1. Help prevent people from becoming homeless				
Progress Status		Progress RAG	A	Outcome RAG	A

What we did in 2013/14
- Vulnerable households impacted by the welfare reforms were targeted to receive advice and support.
- Introduced amendments to the Flintshire County Council housing allocation and rent arrears policies to ensure they were able to respond to the challenges created by the housing benefit reforms.
- Integrated the Housing Register Team, responsible for managing the social housing register, with the Housing Options Team.

What we did well
- Advice targeted at households, impacted by the spare room subsidy, has helped Flintshire County Council tenants to better manage the financial changes imposed upon them by the welfare reforms and mitigated the impacts from the reduction in housing benefit payments.

What did not go so well
- Insufficient levels of suitable accommodation to remove the need to use bed and breakfast accommodation to temporarily house homeless households, especially those containing children.

2. Provide advice and support services to help people protect their income				
Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14

- Helped residents to maximise their welfare benefit and tax credit income and to resolve financial difficulties that result in them being unable to maintain their contractual rent or mortgage payments.
- Provided targeted support for vulnerable households impacted by the welfare reforms, helping them to implement solutions that have alleviated, in full or part, the difficulties that they faced as a result of losing welfare benefit.
- Provided training to staff in front line services, developing their knowledge of the welfare reforms.
- Worked in partnership with the Department for Work and Pensions to ensure a coordinated network of support provision was available to assist claimants to make and sustain their Universal Credit claim.

What we did well

- Generated additional welfare benefit and tax credit income totalling £2.3 million per annum, boosting household income and spending power within the local economy and positively supporting the tackling poverty and homelessness prevention agendas.
- Empowering staff in the front line to confidently provide the initial support and reassurance to residents impacted by the welfare reforms.
- Increased the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months to 84.89% for 2013/14, compared with 83.41% in 2012/13.
- Increased the amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service. £7.27 million in 2013/14, compared with £3.5 million in the previous year.

What did not go so well

- Whilst measures are in place to offer personal budgeting support to new Universal Credit claimants and to the households targeted with support, more work needs to be done in order to improve the financial literacy and money management skills within all households impacted by welfare reforms, or who will be affected as Universal Credit is rolled out.

What we will do 2014 onwards

- Place a greater emphasis on preventing homelessness.
- Provide advice and support services to help people protect their income.
- Support the implementation of Universal Credit within the Shotton Jobcentre Plus area.

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Priority:	Poverty
Sub-Priority:	Fuel Poverty
Impact:	Protecting people from poverty

What we said we would do in 2013/14:

1. Develop a regional ECO scheme with key partners

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- A regional Energy Company Obligation (ECO) framework initially focussed on social housing external wall insulation works, was developed in partnership with Wrexham, Denbighshire and Conwy councils and procured by Wrexham Council.

What we did well
- Flintshire was a strong and active partner in energy efficiency initiatives and has worked alongside other Councils to take forward a number of schemes.

2. Help residents in the private sector to access funding support to improve the thermal efficiency of their homes

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Flintshire was one of the first Councils in the UK to introduce an Energy Company Obligation funded programme with A&M Energy Solutions Ltd.
- 104 owner occupied or private rented homes received insulation or heating works through six local small or medium sized enterprises.
- The Affordable Warmth Fund was introduced through the Housing Renewal Policy.
- Wilmot Dixon completed 70 properties in Central Holywell as part of the Welsh Government's Arbed Programme.

What we did well
- In total over £1million was secured in external grant funding for schemes during 2013/14.

What did not go so well

- The Service has been slow to appoint to the four additional posts it has received approval for. This resulted in the majority of officer time being spent on delivering 'live' projects with less time available for forward planning and seeking out new income streams through Welsh Government and the EU.

3. Deliver energy efficiency measures to Council homes				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- 87 Council properties were improved, including 16 solid wall insulations, 70 loft insulations and 1 cavity wall insulation.
- The team are accelerating the work programme with the intention of bringing additional value to the Welsh Housing Quality Programme in response to the risk posed by the current and predicted volatility of grant funding on which the team depends.

What we did well

- The Council successfully procured an ECO Scheme directly with a utility company funder and was one of the first in Wales to do so.

What did not go so well

- There were a small number of quality issues in connection with the works on site, which had to be addressed. However, the works were still completed and fully signed off within target timescales.

What we will do 2014 onwards

- Improvement in the energy efficiency of housing on Deeside though the Vibrant and Viable Places regeneration framework.
- Help residents in the private sector to access funding support to improve the energy efficiency of their homes.
- Deliver energy efficiency measures to Council homes.

Priority:	Environment
Sub-Priority:	Transport Infrastructure and Services
Impact:	People being able to access employment, local services and facilities

What we said we would do in 2013/14:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- Successfully found other areas of funding in order to develop and deliver improvements to the highways and transport infrastructure both in inter urban and rural areas to assist in meeting national, regional and local priorities.
- Regional Transport Plan – four schemes were delivered during the course of 2013/14;
  - Deeside corridor – Traffic signal upgrade and synchronisation – Phase 1 complete, minor highway reinstatement to follow on.
  - Signalisation of the A494 slip road, Queensferry Roundabout – Work complete, traffic flows improved
  - Saltney to Broughton cycleway, Phase 1 – scheme design now complete.
  - Queensferry to Sandycroft cycleway – scheme complete
- Rural Development Plan – two schemes were progressed;
  - Talacre to Ffynnongroyw cycleway – Detailed design and land issues being finalised
  - Gronant installation of Pegasus crossing and linked footway

What we did well
- All Welsh Government grant funded schemes were completed to the agreed delivery plans.
- The National Survey for Wales (2013/14) asked people what they thought about the state of the transport system in Wales. Flintshire had the highest average rating at 6.5 out of 10, compared with the Wales average of 5.9.

What did not go so well
- Negative publicity around the Shotton corridor signal synchronisation work due to delays and congestion created through working in a confined and busy high street area.

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- Conducted the annual survey of the condition of the roads.
- Completed all resurfacing works within the Highways Asset Management Plan.
- Completed all surface dressing works.

What we did well
- Resurfaced 22.6 kms of roads and surface dressed a further 23.7kms.
- Flintshire remains the top performer in Wales for having the lowest percentage of roads in overall poor condition.

3. Improve facilities and routes for pedestrians and cyclists				
Progress Status	**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- Feasibility work was completed on the development of a new cycle route/footway between Saltney and Broughton linking residential areas to employment sites such as Airbus and Broughton Retail Park.
- Flintshire County Council ran its 8th Cycle to Work scheme between October and November 2013. The scheme is extremely popular amongst employees at various schools across Flintshire and amongst Street Scene employees since their relocation to Alltami Depot.
- The Council has been showing the benefits of a Cycle to Work scheme and encourage other employers to offer their employees alternative transport choices and promote cycling as a part of a daily active and healthy lifestyle.

What we did well
- Cycling and pedestrian figures using the network has exceeded target.

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Agreed with the landowners that planning permission will be via the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

What we did well
- Flood mitigation work has been agreed and work will commence in Summer 2014.
- Special Planning Committee agreed to the mixed use outline application for the remainder of the site.

What did not go so well
- Awaiting formal approval from Welsh Government for the DEZ Infrastructure Business Plan.
- Discussions are continuing between Welsh Government and land owners.

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5. Support TAITH to produce a Regional Bus Strategy: Improving cross County travel and access				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- In collaboration with the six North Wales Local Authorities, Taith produced a draft Regional Bus and Community Transport Network Strategy, which was approved by Flintshire's Cabinet in December 2013 and submitted to the Minister for final approval in January 2014.
- The Strategy was adopted from 1st April 2014 and identifies specific outcomes and funding proposals that will assist the development of the bus network in North Wales.

What we did well
- Strategy agreed at officer level on a North Wales basis and approval received from Flintshire's Cabinet.

What did not go so well
• Although the Strategy document was submitted to the Minister in January 2014, no feedback has been received on whether the document has been endorsed by Welsh Government and no further advice communicated by Welsh Government on the national and regional outcomes
• The Minister announced in February 2014 that all funding for regional transport consortia in Wales, including Taith, would cease on 31st March 2014 and that 2014/15 would be a transitional year for funding under the new Bus Service Support Grant.

6. Review the Council's subsidised bus services to improve access to employment, health, leisure and education					
Progress Status			Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Reports submitted to Environment Overview & Scrutiny Committee in July and November 2013 outlining proposals for the County's subsidised bus and related services following a reduction in funding by Welsh Government.
- Extensive consultation carried out with key stakeholder and service user groups, bus companies, Town/Community Councils and Members of the County Council (August-October 2013).

What we did well
- Extensive consultation undertaken, which generated a high level of interest and good response rate from members of the public, Members and Town / Community Councils. This was used to inform the decisions taken.

What did not go so well
- The demise of regional transport consortia and uncertainty over future funding in Wales for bus services, community transport and concessionary fares has caused instability in the bus service network with some operators de-commercialising some bus routes and handing back tendered bus contracts.

What we will do 2014 onwards
- Use available funding to support Council priorities for accessing employment, health, leisure and education.
- Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

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- Improve facilities and routes for pedestrians and cyclists.
- Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.
- Develop proposals for coordinated transport across the region.
- Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.

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Priority: **Environment**
Sub-Priority: **Carbon Control and Reduction**
Impact: **Reducing our carbon impact on the natural environment**

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What we said we would do in 2013/14:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to manage and reduce emission levels

Progress Status	Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Undertook a programme of marketing and promotion for carbon reduction measure within the Council, with partners and the public.
- Completed the Carbon Trusts Schools Energy Reduction workshops with 10 primary schools, identifying and listing actions for both the schools to undertake as well as some improvements that will be addressed by the Energy Unit.
- The process of Building Research Establishment Energy Environmental Assessment Method (BREEAM) on Ysgol Caer Nant was 85% completed and a number of the 21st Century schools were registered with BREEAM, namely Shotton C.P., New Holywell High School, John Summers High School and Bryn Deva.
- Within housing 2012/13 saw high levels of funding for energy efficiency measures through the Community Energy Saving Programme (CESP). However, this programme ended in December 2012. The service has exceeded its targets for this year by capitalising on the availability of energy company grant funding.

What we did well
- Significant energy reductions have been recorded across the majority of Council sites.
- Significantly exceeded the target set for the number of homes receiving energy efficiency measures.
- The Carbon Trust schools energy reduction programme was well received by the schools involved in this pilot, and it is intended that the exercise will be repeated with further schools.

2. Challenge the Council's carbon emissions , through our assets, vehicles and people behaviour by: - • **Investing in renewable energy schemes** • **Investing in a more efficient fleet (vehicles)** • **Improving our waste management measures**					
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- Installed four larger scale (25 to 50kWp) Photo Voltaic schemes, along with a Biomass boiler at Ysgol Bryn Garth, and several smaller Photo Voltaic installations at Pentrobin V.P. school, Sandycroft C.P. school, St Ethelwolds V.A. and Sychdyn C.P. school and a Biomass boiler at Ysgol Bryn Garth, Ffynnongroew.
- Waste Management Measures improved through increasing recycling, composting and food participation. This was achieved through increase public awareness initiatives, including action days, public events and direct doorstep engagement activities. Headline events were community action days and 'right first time week'.
- Delivered training programmes for all drivers of LGV's as part of the Driver CPC (Certificate of Professional Competence) training. Modules for the training include SaFED (Safe and Fuel Efficient Driving) techniques, which will reduce fuel consumption and carbon emissions.

What we did well

- Completed three of the four larger Photo Voltaic schemes at Alltami depot, Castell Alun High School and Hawarden High School with the last installation at County Offices Flint were complete by mid April 2014.

What did not go so well

- The only scheme which has proved to be problematic is the installation of the Wind Turbine at Ysgol Rhos Helyg, which has proven to be much noisier than expected. Discussions with the manufacturer and the installer to try to resolve the problem continue to be progressed.

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3. Promote and increase the number of homes receiving energy efficiency measures				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Installed 152 solid wall insulation systems, 25 air source heat pumps, 55 replacement heating systems, 24 heating system fuel switches, 147 loft insulations and 46 cavity wall insulations.

What we did well
- Significantly exceeded the target (200) set for the number of homes receiving energy efficiency measures with an actual outturn of 449.
- The overall annual fuel bill reduction for residents exceeded the target of £75,000 with an outturn of £138,330.
- Through the programme - 44 jobs were sustained, contract costs were reduced by 15%, an 'invest to save' target was surpassed and a fuel poverty crisis fund was launched.

4. Encourage public utilisation of recycling facilities and services				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Key events were held including days which targeted low performing areas, providing containers and advice on specific recycling/composting/food issues.
- Roadshows were held in 16 schools highlighting the issues of waste, recycling, litter, water, energy and the wider environment.

What we did well
- Feedback indicated the awareness raising events were very popular and proved that the roadshows managed to communicate the right recycling message.

What did not go so well
- The tonnage of food waste recycling is lower than expected, therefore specific campaigns at events will be developed to target this.

5. Encourage residents and employees to use more sustainable forms of transport				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- 7 automatic cycle/pedestrian traffic counters were installed at strategic locations on the cycle/footway network across the county during the year to monitor usage of the strategic cycle route network.
- 62,000 cyclists and 8,000 pedestrians used the new footway/cycle route from Neston to Deeside across Burton Marsh during the year.
- The new cycle route/footway between Queensferry and Sandycroft, to improve facilities for people accessing employment sites adjacent to the route and to and from Deeside, has been completed.
- Works to improve Public Footpath 64, Mostyn were completed in November 2013. This scheme provides safe pedestrian access from the Maes Pennant Estate down to the All Wales Coastal Path on the Dee Coast.
- A new signal-controlled cycleway/bridleway over the A548 Gronant from Public Right of Way No.48 (Sea Horse Ride) has been completed to link with permissive bridleways along the beach at Talacre and also the national cycle network. Footways were also widened to provide a multi use bridleway/cycleway/footway.

What we did well
- Cycling and pedestrian figures using the network exceeded target by over 300%.

What did not go so well
- A small amount of criticism was received from a number of residents when the Sandycroft to Queensferry cycle link was being installed primarily around the segregation of cyclists and home owners and potential hazards created when they were leaving their own drives and effectively crossing the footpath/cycle route. These issues were resolved on site at the time.

6. Complete the review and rationalise the Council's assets				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Council's assets were reviewed and work to rationalise them progressed throughout the year:
    - Work to create the Connah's Quay Flintshire Connects was nearing completion at year end.
    - Planning for decant from Connah's Quay was in progress with teams being relocated to Flint and working in a more agile way.

o The rate of teams migrating to agile working gathered pace.
o The approach to the disposal of third party leases continued so that consolidation and rationalisation of operations into Flintshire County Council assets could be progressed.

What we did well
- Successfully moved a large number of staff (in excess of 80) to a modern and agile way of working.

What did not go so well
- New agile teams need the ability to scan paperwork as efficiencies created through archiving become lost as paper backlogs begin to build up, this will reduce the current level of need for storage / filing space.

What we will do 2014 onwards
- Further market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.
- Continue to challenge the Council's carbon emissions, through our assets, vehicles and behaviour: -
    o Investing in renewable energy schemes;
    o Invest in a more efficient fleet (vehicles);
    o Improve the efficiency of our street lighting; and
    o Increase recycling of the Council's own waste.
- Further encourage public utilisation of recycling facilities and services.
- Further encourage residents and employees to use more sustainable forms of transport.
- Further review and rationalise the Council's assets.

Priority:	Modern and Efficient Council
Sub-Priority:	Organisational Change
Impact:	Managing services well to achieve our priorities

What we said we would do in 2013/14:

Agree an organisational change programme that will: -

1. Establish a future 'operating model' for a modern Council				
Progress Status		**Progress RAG**	G	**Outcome RAG**	A

What we did in 2013/14
- Proposed and gained agreement for a new corporate operating model for the Council.

What went well
- Proposed and gained agreement for a new corporate operating model for the Council.
- Wide reaching and thorough consultation on the model both internally and externally prior to adoption.
- Full endorsement and agreement to the model by County Council.
- The new model will become operational in accordance with the planned timescale – 1st June.

What did not go so well
- Confidence of the organisation in developing a broader based plan for transformation of services in a consistently ambitious way.

2. Integrate business units and consider alternative models				
Progress Status		**Progress RAG**	A	**Outcome RAG**	A

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What we did in 2013/14

- As a follow on from 1 above (1) all functions have been reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This will be supported by a number of value for money organisational change proposals in line with the 2014 /15 budget strategy.

What went well

- Functional reviews were completed contributing to the design of a new corporate operating model for the Council.
- A number of functions have also been identified for transformation/delivery via an alternative model.

What did not go so well

- The progress for some of the functional transformations has not been as 'fast tracked' as originally planned.

3. Streamlining the organisation				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**A**

What we did in 2013/14

- As part of the medium term financial plan and as part of the 2014-15 budget strategy a twin programme of (1) Organisational Design (commencing with the new operating model and senior management structure) and (2) workforce (scale) review is underway.
- Employment policies were reviewed and readopted. The council also opened a voluntary redundancy (VR) programme. A series of Corporate Workforce Panels met at the end of March to consider applications under the VR programme to ensure that consistent, sustainable and cost effective decisions were made on the applications, with full consideration of the overall organisational design of the Council.
- Service Review completion and implementation for 2013-14 is largely complete.
- 50 estimated 'Value for Money' reviews have been 'scoped out' as part of the budget strategy for 2014-15. These will be delivered as part of a co-ordinated change programme during 2014/15.

What went well

- Proposed and gained agreement for a new corporate operating model and senior management structure for the Council.
- Service Review completion and implementation for 2013-14 is largely complete.
- The Voluntary Redundancy Programme was well managed and decision making on applications was fair, transparent and consistent, based on business cases and future sustainability for the Council.

What did not go so well

- The number of employees approved to take Early Retirement or Voluntary Redundancy is short of the target for the Workforce (Scale) Review. Further immediate work is required including the next phase of the Organisational Design for management and a further phase of the VR Programme.

4. Modernise working practices				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14

- The Purchase-to-Pay procurement IT solution (P2P) has now been fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions. Further additional efficiencies will be achieved on invoice processing during 2014/15.
- Procurement cost efficiencies is an area of on-going work, with a cross-directorate working group established to identify and realise additional procurement efficiencies such as a 'Back to Basics' programme which reviews commodity spend such as stationery.
- Negotiations in the re-letting of contracts has also released additional efficiencies.
- Increased iTrent (human resources database) capabilities.

What went well

- Full roll out of the Purchase-to-Pay solution to all Directorates and Service Areas (except for schools and transactions involving job costing solutions).
- A 'Back to Basics' programme reviewing commodity spend such as stationery released £74k.
- Negotiation and re-letting of significant new contracts released £554k.
- Total procurement efficiencies of £1.803 million were achieved against the £1.723 million target.

5. Provide capability and capacity to manage a reduced sized organisation				
Progress Status		Progress RAG	A	Outcome RAG	A

What we did in 2013/14
- The organisation adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making organised use of its corporate resources in support of this with expert external support (Hay Consulting).
- Reinvigoration of the LEAN Academy to support further organisational change and particularly the planned Value for Money reviews.
- The organisation drafted a competency based appraisal process which will become effective during 2014/15. This will support the identification of capability and capacity needs within the organisation in addition to placing greater emphasis on change and innovation amongst the entire workforce.

What went well
- The adoption of a programme management approach to support change.
- The employment of Hay Consulting in supporting and helping to facilitate this large and complex phase of organisational change.
- Reinvigoration of the LEAN Academy.

What did not go so well
- Capacity remains a challenge given the scale and pace of its organisational change programme.

What we will do 2014 onwards
Agree an organisational change programme that will: -
- Implement the newly agreed operating model for the Council.
- Integrate business units and consider alternative models.

Priority:	Modern and Efficient Council
Sub-Priority:	**Matching Resources to Priorities**
Impact:	**Protecting local frontline public services through the best use of our resources**

What we said we would do in 2013/14:

1. Agreement of the Council Priorities for this Council				
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- The council has set a new style improvement plan for 2013-14 which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities.

What went well
- The introduction of a new style Improvement Plan for 2013/14, which received positive comments from Wales Audit Office regarding its clearer focus on the in-year priorities as part of a wider 5 year plan and its layout which would better enable public engagement with the priorities more effectively.

What did not go so well
- Wales Audit Office made reference to the Plan's lack of clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. The 2014/15 Plan includes information on the consultation undertaken.
- Reference was made to the Plan not including information about current performance or to targets for the year-end and how achievement would be evidenced. This was provided in October 2013. For 2014/15 this information was provided with the Plan.

2. Agreement of the capital and revenue resources to deliver our priorities for this Council				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Resources were put in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources were

- met from within the base budget and there was specific and positive investment in 2013/14.
- Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15.
- Initial research was carried out on opportunities for creative models to fund or partially fund priorities through exploration of new service models, partnership working and potential financing models as efficiency options in considering the 2014/15 budget.
- Work to implement a Corporate Fees and Charges Policy commenced in quarter 3 for adoption in Spring / Summer 2014.

What went well
- The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned.
- Resources put in place to fund the priorities for 2014/15.
- Initial research undertaken which identified opportunities for creative models to fund or partially fund priorities in the future.

What did not go so well
- Identifying creative funding models has been, and continues to be, challenging. Work continues to be undertaken to compare funding streams against other Local Authorities.
- Initial work has begun to taking a business approach to fees and charges; however the speed in progressing this has not been as quick as initially hoped.

What we will do 2014 onwards

The sub-priorities 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' have been combined for 2014/15 as a single sub-priority 'Financial Strategy'. The key activities being focused on are: -
- Development of a longer term financial plan.
- Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.
- Deliver on the four programmes of the organisational change and efficiency programme: -
  - o Corporate Efficiency: assets, customer, finance and procurement.
  - o Organisational Design: operating model, functional and structural design, alternative delivery models.
  - o Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
  - o Functional Efficiency: value for money in all services and support functions.

Priority:	**Modern and Efficient Council**
Sub-Priority:	**Achieving Efficiency Targets**
Impact:	**Protecting local frontline public services through the best use of our resources**

What we said we would do in 2013/14:

1. Agree a four year organisational change & efficiency programme				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Initial 4 year plan published within the Medium Term Financial Plan (MTFP).
- Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15.
- The MTFP was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned. Finance officers engaged fully with Directors and Heads of Service to support them in identifying efficiencies to meet the budget gap and provide resources to invest in priorities.

What went well
- Development of an initial 4 year plan published within the MTFP.
- Two updates to the MTFP which incorporated latest estimates of funding levels and investment needs for 2014/15 and future years. This provided the budget gap to be met through the organisational change and efficiency programme.

What did not go so well
- The level of funding expected to be received for 2014/15 was particularly difficult to predict due to the uncertainty around the level of Revenue Support Grant (RSG) to be received from Welsh Government.

2. Agree a specific saving and efficiencies programme for 2014/15				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**A**

What we did in 2013/14
- The Council agreed it's 2014/15 Council Fund Budget on 18th February 2014 and has a balanced budget for the year. Through its

Organisational Change and Redesign Plan, the Council has identified recurring efficiencies of £13.4m. £11.950m will be achieved in 2014/15, with the remaining £1.450m being met in year from the Investment Strategy put in place to deliver the planned efficiencies.

What went well
- The 2014/15 Council Fund Budget was agreed and balanced. Substantial recurring efficiencies of £13.4m were identified.

What did not go so well
- The uncertainty around the level of funding to be received for 2014/15, and the worsening position that emerged through last summer meant that the time available to deal with an ever increasing budget gap was significantly less than required. The achievement of such cumulative targets throughout the year is an ongoing challenge.

3. Agree the value for money strategy to support them				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Development of a value for money (VFM) model at the corporate and service levels to identify and drive efficiency and change. The majority of savings in the 2014/15 budget are derived from this model. Given the breadth and number of VFM savings the programme is complex to manage and deliver.

What went well
- The development of a value for money (VFM) model.

What did not go so well
- The progress for some of the value for money reviews has not been as fast paced as originally planned.

4. Achieving our targeted efficiencies for 2013/14				
Progress Status	**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- The 2013/14 budget contained £5.331m of specific efficiencies. The outturn report in July 2014 shows the value of the projected

efficiencies as £74,213. The main reason for the underachievement reported relates to delays in the Flintshire Futures Assets Programme where a full review of 'hard' and 'soft' facilities management across the Council is on-going and efficiencies in the Customer Programme will not be realised until the project has advanced and the wider network of Flintshire Connects sites are in place.

What went well

- The overall projected year end position is an under-spend against the budget of £3.387m (subject to Audit), which demonstrates that alternative efficiencies have been identified which exceed the under achievement of some of the planned efficiencies by £2.269m.

What did not go so well –

- The Council's agreed efficiencies included within the 2013/14 budget did not meet its 85% achievement target; however the ability to identify signs of slippage at the earliest opportunity and to then respond to this helped the total efficiency target to be exceeded.
- The overachievement of the alternative efficiency target may have meant a greater value of efficiencies could have been included within the 2013/14 budget with foresight.

What we will do 2014 onwards

The sub-priorities 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' have been combined for 2014/15 as a single sub-priority 'Financial Strategy'. The key activities being focused on are: -

- Development of a longer term financial plan.
- Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.
- Deliver on the four programmes of the organisational change and efficiency programme: -
  - o Corporate Efficiency: assets, customer, finance and procurement.
  - o Organisational Design: operating model, functional and structural design, alternative delivery models.
  - o Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
  - o Functional Efficiency: value for money in all services and support functions.

Priority:	Modern and Efficient Council
Sub-Priority:	Procurement Strategy
Impact:	Making our money go further through smart procurement

What we said we would do in 2013/14: -

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status		Progress RAG	A	Outcome RAG	G

What we did in 2013/14

- The Purchase-to-Pay IT solution (P2) was fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions.
- Standard processes were fully implemented across the Council for order and invoice processing.
- A new e-sourcing system was procured, project scoped and the project plan developed.
- New Contract Procedure Rules were adopted and over 350 staff trained.
- Introduced spend control measures using the P2P system.
- Established an officer group to challenge and reduce spend for commodity items such as stationery and furniture under the 'Back to Basics' programme.

What went well

- The process efficiencies target was exceeded by £9,000 which was a significant improvement on the 2012/13 performance.
- Successful completion of P2P project with the system in use in all services excluding schools and those where integration is required with job costing systems used to raise orders.
- A significant programme of training was undertaken with all employees involved in procurement activities now trained in new Contract Procedure Rules.
- The 'Back to Basics' programme secured £74,000 of efficiencies.
- Total procurement efficiencies of £1.803 million were achieved, exceeding target.

What did not go so well

- Delays were experienced in launching the e-sourcing project due to project management capacity issues.

2. Optimise procurement efficiencies through the use of regional procurement frameworks.				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- Dissolved the North Wales Procurement Partnership (NWPP), established transitional arrangements and Memorandum of Understanding (MOU) to ensure continuity and management of transitional projects.
- Joined the Welsh Purchasing Consortium in November 2013 which comprises 19 Welsh Local Authorities, with the aim of securing further procurement efficiencies.
- Fully established the Regional 21st Century Schools framework.

What went well
- Use of regional contracts (e.g. school transport) continued to secure savings.
- Targeted saving of £250,000 was comfortably exceeded.

What did not go so well
- Not having a North Wales work programme following the dissolution of NWPP may have resulted in missed opportunities for further regional arrangements.

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Developed a benefits tracking arrangement to track efficiency savings resulting from any future use of contracts by the National Procurement Service (NPS).

What went well
- NPS launched in November 2013.
- Recruitment of staff to the NPS is now complete.

What did not go so well

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- Delays were experienced in the implementation of NPS and development of a work programme and in achieving targeted efficiency savings.

4. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- Full business case developed and agreed by Flintshire and Denbighshire County Council Cabinets.
- The operating model, structure and resourcing were agreed.
- Employees were fully involved in the project; assisting with the development of the business case and design of the new service.
- Project funding was secured through the regional collaboration fund.

What went well
- Business case developed with full involvement and support of procurement teams from both Councils.
- Hosting arrangements were agreed for new joint arrangements.
- The business case was agreed by Flintshire and Denbighshire County Council's senior management teams and Cabinets.
- This complex and sensitive project was delivered within budget.

What did not go so well
- A slight delay was experienced against the original target date for completion of January 2014, resulting in "go-live" in July 2014

5. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- New Contract Procedure Rules (CPRs) were developed and adopted which incorporated the mandatory inclusion of community benefits for contracts greater than £2 million.
- A procurement checklist was developed to ensure Small and Medium Enterprise (SME) implications and supply chain management considerations are included in all procurements. This will be fully implemented as part of the e-sourcing system.

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What went well
- The new regional 21st Century Schools framework incorporated community and supply chain benefits, which can be incorporated in all related projects going forward.
- Adoption of new CPRs which mandate the inclusion of community benefits.

What did not go so well
- There remains a need to raise awareness and knowledge of community benefits and supply chain considerations amongst employees involved in procurement across the organisation.

What we will do 2014 onwards
- Optimise procurement efficiencies through the use of regional and national procurement collaborations.
- Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.
- Develop an improved corporate approach to community benefits and supply change management to benefit the organisation, local communities and the local economy.

Priority:	Modern and Efficient Council
Sub-Priority:	Asset Strategy
Impact:	Having the right buildings in the right places for the right uses

What we said we would do in 2013/14: -

1. Renew the Asset Strategy alongside capital planning				
Progress Status:		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14
- The asset strategy was reviewed to take into account the need to link into the Councils capital planning framework and medium term financial plan. Assets and their future use will form a critical component of future thinking and service delivery.

What went well
- The ability to integrate thinking within future planning and in doing so contributes to the overall approach to financial planning.

What did not go so well
- The wider consideration of asset data and its overall impacts on the Council's portfolio of buildings.
- The need to understand and develop increased thinking around the potential impacts of economic growth and the effects, (negative or positive) this may have on land values.

2. Reduce the number of office buildings				
Progress Status:		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- Planning progressed for the closure of the Connah's Quay offices with a detailed project plan completed and associated actions underway.

What went well

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- Background work was undertaken that identified future service relocation and implementation of agile working principles.

What did not go so well
- The closure of the Connah's Quay offices was dependent upon development of Connah's Quay Connects. This facility opened in June 2014.

3. Extend the use of Agile Working				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**G**

What we did in 2013/14
- A large scale pilot was completed by Public Protection services with around 80 staff moving to agile working. This released 260 sqm of office space.
- Roll out of agile working in Housing Services at Flint offices began in readiness for co-location of area housing officers.
- Work progressed in readiness for agile working for those services associated with the Connah's Quay office decant.

What went well
- The Public Protection project was successfully implemented and changes in working practices adopted with efficiencies realised.

What did not go so well
- Some minor issues with ICT occurred for remote access to specific bespoke systems, this has since been addressed.

What we will do 2014 onwards
- Refresh the Asset Strategy along-side capital planning.
- Reduce the number and review the usage of Council property assets.
- Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.

Priority:	Modern and Efficient Council
Sub-Priority:	Access to Council Services
Impact:	Improving customer services

What we said we would do in 2013/14: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Achieved the target of establishing two Flintshire Connects Centres by March 2014. The new centre opened to the public in Flint during March 2014 and has already proved to be extremely popular for customers.
- The Flint Connects Centre is one example of partnership working with the presence of Job Centre Plus and North Wales Police.
- A significant amount of work to establish the Connah's Quay Flintshire Connects facility was undertaken. The facility opened in June 2014.
- Plans were prepared for the Buckley Flintshire Connects facility which is scheduled to open in Autumn 2014.

What went well
- Achieved the target opening date for Flintshire Connects Flint.
- Successfully appointed a team of Customer Services Advisers and agreed arrangements for the transferring of staffing budget with the new recruits.
- Successfully appointed a Team Leader for Flintshire Connects to manage the day to day operations of all the centres and develop new services available through Connects.
- Established good working relationships with partner organisations and joined up approaches to developing working arrangements.
- Footfall at Flintshire Connects Holywell exceeded the projected target.

2. Implement a newly modernised website with increased and improved digital services				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

What we did in 2013/14
- The Council's new website went live on 1st October 2013. The new Content Management System (CMS) technology will enable the Channel Shift project to move forward with its plan to increase the number of transactional services provided online. A mobile version of the website was launched to provide a better customer experience for those using smart phones and tablets.
- Since early 2014 a post implementation review of the new website has been on-going, taking account of feedback received, the Society of IT Management (SOCITM) Better Connected report and other benchmarking information.
- The use of Twitter has increased significantly with the number of followers of the Flintshire account at over 6,000 by the end of the year. Twitter is being used to provide information to followers and is becoming a very effective way to communicate instantly with customers (e.g. during periods of severe weather) and to resolve simple issues.

What went well
- The launch of new website to improve accessibility, enable access to the website via mobile technology and avoid excessive annual maintenance charges.
- Reduction of content that was no longer relevant or not customer focussed.
- Social media presence has improved via the use of Twitter.

What did not go so well
- Technical problems with the website were experienced particularly during the first 2 months of operation.
- A reduced rating in the annual "Better Connected" report published by SOCITM which benchmarks local government websites.
- Mixed feedback from customers on the look and feel of the website and the content.

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3. Launch the new Flintshire mobile application "app"

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Flintshire's bilingual mobile app was launched in October 2013. The App allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile app available for use across a range of mobile devices.
- Customer Services deal with incoming enquiries from the App and the intention is to develop the App further with integration to back office systems and the facility for customers to make on-line payments.
- A marketing plan was prepared to promote the App and encourage customers to contact the Council using this facility.

What went well
- Mobile App was launched at the same time as the new website.
- The App is simple to use and fully bilingual.

What did not go so well
- Take up (i.e. download and registration) of the App by customers has been slower than anticipated.

4. Review and improve our Customer Service Standards

Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- A revised Customer Service Policy was prepared for consultation which sets out customer service standards and guidelines for staff to follow.
- Customer Service Award training has successfully been undertaken by 100 Leisure Services employees. The feedback from employees is positive with many wishing to develop further by enrolling on a Customer Service NVQ framework with Coleg Cambria. 226 employees have successfully completed the Award in total.

What went well

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- New customer service policy and standards drafted.
- 226 employees successfully completed Customer Service Award training.
- Customer Service Award training was adopted by a neighbouring Council, an excellent example of partnership working between Flintshire and Coleg Cambria and testament to the standard of customer service being promoted.

What we will do 2014 onwards
- Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.
- Continue to review and improve our Customer Service Standards, monitoring customer satisfaction ratings.
- Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

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Annual Performance Report
Year End 2013/14

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Priority:	Modern and Efficient Council
Sub-Priority:	Single Status
Impact:	Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would:

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.				
Progress Status		Progress RAG	G	Outcome RAG	G

What we did in 2013/14
- Full agreement was reached to a new Pay and Grading model under Single Status. Following a successful 'yes' vote in a ballot of union members in April 2014, an implementation date of 1st June 2014 was achieved.

What went well
- The size and scale of the changes required to achieve a new Pay and Grading model demanded significant involvement from all key stakeholders including management, unions and members. A high level of commitment was shown by all parties to achieve the Agreement balancing the needs of the employees with affordability.
- The focus on programme planning, communication to employees and the establishment of a dedicated help line to answer queries from employees were all areas of success.

What did not go so well
- The requirement for every employee to sign a COT3 settlement agreement to waive their rights to bring a future Equal Pay claim in exchange for a Single Status Payment (e.g. Implementation payment for those set to gain) required detailed planning and additional resources. The timing of this exercise ran in parallel with the pay and grading, this resulted in some employees having grade and pay adjustments after 1st June implementation date.

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation				
Progress Status		**Progress RAG**	G	**Outcome RAG**	G

What we did in 2013/14
- The Council gained agreement to a modernised set of terms and conditions of employment which were implemented on the 1st June 2014.

What went well
- Co-operation of management and union colleagues with the joint aim of achieving agreement to the terms and conditions of employment.

What did not go so well
- Time consuming and complex analysis and revision of employment data was required to provide a robust basis for amending pay and grades for employees, which led to a delay in the implementation date.

3. Resolving and settling potential equal pay claims				
Progress Status		**Progress RAG**	G	**Outcome RAG**	A

What we did in 2013/14
- A settlement strategy was agreed to resolve and settle potential equal pay claims. Implementation and signing of COT 3 agreements by every employee commenced in June 2014 with an aim of completing by August 2014.

What went well
- Joint working with management, legal advisers, unions and ACAS.

What did not go so well
- Slight delay in beginning the signing of COT 3 agreements due to limited ACAS availability and a number of employees needing to rescheduled their appointments.

What we will do 2014 onwards

The Single Status was close to completion by the end of 2013/14. A new sub-priority (People Change and Development) has been introduced for 2014/15 which aims to implement the People Strategy, focusing on:

- Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
- Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
- Health and Wellbeing – including development of 'Flintshire Healthy Workplace', information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.
- Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

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Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2013/14 the Council continued to implement its Strategic Equality Plan (SEP) 2012/16. The SEP Annual Monitoring Report for 2013/14 was published September 2014.

There remains 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. Baseline data is still being captured in many areas. However, it should be available in future annual reports and will contribute to analysis, benchmarking and setting targets for improvement. The other area for improvement is ensuring equality impact assessments (EIA) are undertaken more routinely and consistently. A new toolkit has been developed which incorporates both Welsh language and equality impact assessments with the aim of streamlining the impact assessment process.

In addition a separate Workforce Information Report for 2013/14 will also be published by March 2015. This report, as required by the public sector equality duties, provides the results of equality monitoring in employment, this includes a breakdown of the workforce by the majority of protected characteristics. Equality monitoring supports the Council review employment practices and procedures to assess if there are any potential or actual areas of direct or indirect discrimination and identify areas to make change and implement positive action if needed.

The Council has also undertaken other activities to promote equality including:

- Launching a Domestic Violence Workplace Policy and providing briefing sessions for managers.

- Raising a flag on 20th November 2013 to commemorate the Transgender Day of Remembrance in memory of all Trans people who have lost their lives to transphobic violence and to raise awareness of issues affecting the Transgender community.

- Raising the Rainbow flag during February 2014 to celebrate and increase awareness of Lesbian, Gay, Bisexual, Transgender (LGBT) History Month.

- Altering two Leisure Centres to incorporate "Changing Places" facilities - Connah's Quay swimming pool and Holywell Leisure Centre.

- Promoting reporting of Hate Crime through the Council's website.

Welsh Language Scheme (WLS)

The WLS Monitoring Report 2013/14 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. However, initiatives have been undertaken to accelerate progress and to raise the profile of the importance of Welsh language. To celebrate St David's Day:

- a recording of the Director of Lifelong Learning, discussing the importance of learning Welsh, was published on the intranet

- pupils from the Welsh medium secondary school performed in the staff bistro during lunch time period

- information about Welsh language training was promoted

- translations of key words and phrases for use in the office, during meetings, on e-mails were circulated to employees

- lanyards and badges with the Welsh speaking logo were provided for Welsh speaking employees

- employees were encouraged to complete the Welsh language skills audit

The Welsh Language Scheme will be replaced in 2015 by the introduction of the new Welsh Language Standards.

Services have also been making progress promoting Welsh language. 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.   This framework will support Social Services for Adults to mainstream Welsh language provision and meet the requirements of the WLS. Objective one in the Strategy for Flintshire Libraries is to "provide a bilingual service in accordance with the Flintshire County Council Welsh Language Policy"

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. Work on these actions will be accelerated during the next 12 months to ensure they are completed.

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 has contributed to integrating them within the Council's Business Planning processes. The aim is to mainstream them into employment practice and service design and delivery. Annual Heads of Service performance reports have provided progress on both the SEP and WLS and a similar arrangement will be developed within the new management structure and business planning process.

Environment / Sustainable Development

The Local Government Act (2000) provides a duty of well-being for local authorities in Wales to ensure the social, economic and environmental well-being of their communities. The Climate Change Act 2008 states all public bodies in Wales are accountable for reducing greenhouse gas emissions and planning to adapt for a changing climate. Part 4 of the Act requires public bodies to report on progress of adaptation measures to reduce vulnerability to their organisations and their communities. In preparation for Part 4 of the Act, Flintshire County Council was selected as part of a project entitled Changing Climate Changing Places. The aim of this project was to explore climate adaptation planning and resilience, with the aim of reducing the climate change vulnerability in Flintshire.

Partners of the Local Service Board and other organisations have been working together to tackle the problem of carbon emissions and finding solutions to adapt to a changing climate. The partners have agreed an ambitious reduction programme for carbon emission where partners work towards a collective target of an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3% from non-domestic properties. Whilst Flintshire County Council achieved a small increase (1.51%) for 2013/14 its cumulative decrease since the programme began is 18.53%.

It has been agreed that the work on Climate Change Adaptation continues to include a focus on:
- Improving the resilience of existing development and infrastructure to the impacts of a changing climate.
- Promoting new development and infrastructure to be designed, located and constructed for a climate it will need to tolerate over its lifespan.
- Reducing social inequality including health.
- Promoting adaptation of the natural environment.
- Assisting all our partners to integrate climate change planning in their business planning cycles.
- Preparing business and the community for a changing climate.

This work is being undertaken with partners as part of a Local Service Board project: Statement of Ambition: Priority 4: Organisational Environmental Practices.

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. Partnership activity highlights for 2013/14 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 and has recruited a further full time officer, however referrals have increased beyond capacity despite having additional staff.
- The Parenting Strategy Group has continued to build upon the work of previous years and is being recognised by other authorities for its innovative work.
- Sure Start (Family Support) Provision, Parenting Provision and the Time for Change projects are demonstrating positive outcomes for families.

Community Safety Partnership

- Signed up to the North Wales Community Safety Plan, 2014/17.
- Received Cabinet approval of and introduced the Domestic Abuse workplace policy for Flintshire County Council employees.
- 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).
- All secondary schools in Flintshire have received theatrical performances from the 'Cat's Paw' theatre company whose aim it is to raise greater awareness of domestic abuse and sexual violence amongst young people in year 9.
- Performed as an effective Multi Agency Risk Assessment Conference (MARAC), addressing the support needs of high risk victims of domestic abuse.
- Adopted intelligence led approach to identify crime and disorder trends through the monthly Anti-Social Behaviour and Crime Tasking Groups.

Flintshire Housing Partnership

- Shared data between Council housing and Register of Social Landlords (RSL) partners on the effects of Welfare Reform and the strategies each landlord was employing to mitigate those effects.
- Supported the Houses into Homes revolving loan fund for long term empty properties, creating high quality rented accommodation.
- Monitored the condition of the rented sector through the private sector support team, issuing bonds to landlords against appropriate properties.

- Reviewed the quality of known Houses in Multiple Occupation and established works of improvement required.
- Expended over £4M in Social Housing Grant, against an indicative allocation of £1.5M supporting a total of 87 socially rented units of accommodation to be built by partner RSL's
- Prepared in conjunction with the Council's Regeneration Service a successful bid for funding through the Vibrant & Viable Places regeneration framework.

Health, Social Care and Well-being Partnership (HSCWB)
- Statement of Intent relating to older people (over 65) with complex needs and county level action plan devised and implementation commenced.
- A regional bid was submitted to Welsh Government to secure Intermediate Care Funding, which was subsequently approved.
- Co-located one health and social care team in North West Flintshire.
- Introduction of Enhanced Care Service within North West Flintshire.
- Involvement in the regional development of a simplified and common assessment process for older people.
- The Flying Start Project has expanded from a service for 743 children in 2012-2013 to a service to 1078 children during 2013-2014 delivered by four integrated and co-located locality teams.
- Opening of Llys Jasmine Extra Care Home with specialist dementia accommodation in October 2013. There are a total of 61 one and two bedroom apartments, 15 of which are for people who have dementia. There are also 2 bungalows on site offering accommodation of people with Learning Disabilities.
- The Transition Team was established. Work continues to take place to reduce the number of out of county placements although it is not possible to meet all young people needs within the county.

Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB)
- During this period the Board has been chaired by the Director of Social Services for Wrexham and the Vice Chair has been the Chief Officer Social Services Flintshire.
- The Board continued to meet its statutory duties on a local level whilst working towards the transfer of responsibilities to a Regional North Wales Board. This transformation is expected to be completed by the end of 2014.
- The Board concentrated on collating and analysing the number, nature and outcomes of Part 4 Investigations i.e. following allegations of professional abuse.
- Members underwent mentoring with a view to chairing and reviewing Child Practice Reviews which replaced the Serious Case Reviews in Wales.
- The Board disbanded its SUB Regional Training Group due to the establishment of a Regional Training and Workforce Development Group.
- The Information Sharing Protocol (ISP) was endorsed.

Regeneration Partnership

- Progressed development of the Deeside Enterprise Zone (DEZ) – This 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. An estimated 1,100 jobs have already been created.
- The Welsh Government Vibrant and Viable Places programme has been secured for Deeside with over £6m of funding available for housing and regeneration projects over the next three years.
- Implementation of the North East Wales Town Centre Regeneration project, led by Flintshire County Council, and covering Flintshire and Wrexham progressed throughout the year. To date, two projects have been completed and another 10 are in development.
- 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.

Voluntary Sector Compact

- Continued support of the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) the efficiency programme.

Youth Justice

The Flintshire Youth Justice Service (YJS) continues to develop services that prevent young people from entering into the criminal justice system: -

- The Flintshire YJS is taking a leading role in implementing the Bureau model in Flintshire, an approach underpinned by restorative justice and a needs-led theory base. By acknowledging their wrong-doing the young person is able to make amends and be diverted out of the criminal justice system if core criteria are met. It is anticipated that this initiative will mirror its application elsewhere in producing further reductions in First time entrants.
- Process mapping and Communication strategies have begun to be developed in order to coordinate the integration of Conditional Caution Panels into the proposed Bureau model.
- The numbers of young people attending Youth and Crown Court appears to have plateaued and those attending have a range of complex needs which require a multi-agency response.
- The Flintshire YJS has contributed to consultations regarding both the merging of Flintshire and Wrexham Youth Magistrate Panels into a single local Justice Area and in the reconfiguring of Youth Court sittings with the proposal for same day scheduling for Youth Courts in Wrexham and Mold being finalised.
- The YJS continues to secure engagement with victims of crime and anti-social behaviour. Activities contribute significantly to a reduction in repeated reoffending and in addressing the victim's need for justice, sense of understanding and safety.

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 June 2014.

Overall the Auditor General concluded that:

- The Council made good progress against the improvement priorities that they looked at and improved its overall performance against the national indicators.
- The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements.
- The Council had enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead.
- The Council is likely to make arrangements to secure continuous improvement in 2014/15.

It was found that the Council was making good progress in delivering improvements in several of its service-based improvement priority areas, for example: -

- The Council is making progress against its five year affordable homes target and is on schedule to achieve the Welsh Housing Quality Standard by 2020, but performance at preventing homelessness has been inconsistent.
- Social Services performance has continued to improve across a range of areas, particularly the support provided for adults; some aspects of both children's and adult services are performing strongly.
- Flintshire schools provide good value for money but there is scope for even greater efficiency within the education system
- The Council is taking action to strengthen its arrangements for implementing its Welsh Language Scheme, but has made limited progress in some areas.

CSSIW undertook a review of the Commissioning for Adult Social Care and published their report in April 2014. Overall it is very positive about the services in place for people living with dementia in this Authority. It stated that "Flintshire County Council's Commissioning Strategy for long term placements for older people with dementia is a comprehensive document which considers current and future demand and links this to budget information and state of the market place. The analysis and conclusion decisions are sophisticated and advanced and put the Council in the position of making sound long term decisions and managing the market rather than working in a reactive way. They also have a very detailed strategy for concerns".

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 was 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 to 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 and each of the Directorates presented to the group with their reviewed health and safety action plans, detailed accident/investigation statistics and claims data.

A Corporate Health and Safety Strategy was developed and the key performance measures for 2013/2014 were:
- All Services to have completed and presented Health and Safety Action Plans on a rolling programme as established by the Corporate Health and Safety Steering Group
- To monitor the number and trends of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) related injuries quarterly and annually
- The identification and implementation of appropriate health and safety training for senior staff including Directors, Heads of Service and Service Managers
- Implementation of Elected Member health and safety development training on topical issues
- Develop and implement Agile Health and Safety Standard and appropriate checklists and e-learning packages to support agile working programme
- Ensure a corporate profile with regard to health and safety is included within Directorate Service Plans.

All of the performance measures set above for 2013/2014 were met.

Directorate health and safety committees continued to meet regularly during 2013/2014 in order 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 RIDDOR to the Health & Safety Executive (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 2013/2014 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 and the introduction of e-learning packages.

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

Appendix A – Improvement Plan 2013/14 Risk Summary

Appendix B – Improvement Plan Measures data table

Appendix C – Improvement Target, NSI and PAM data table

Appendix D – Table of Collaborative Activity

Appendix E – 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 (2013/14) from the Auditor General for Wales

- National Performance Bulletin 2013/14

- Flintshire Social Services Annual Performance Report – July 2013

- Welsh Language Scheme Monitoring Report 2013/14

- Annual Equality Report 2013/14

- Annual Overview and Scrutiny Report 2013/14

Thank you for reading our Annual Performance Report 2013/14.

A public summary of this report will be published before December and will be available on the Council's website.

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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IMPROVEMENT PLAN 2013/14 RISKS SUMMARY									
Priority	Sub Priority	Risks (summarised)	Net Score & Trend						
			Sep-13		Dec-14		Mar-14		Target Score as at Mar 14
Housing	**Extra Care Housing**	Funding the building of new schemes with local partners	R	N/A	A	↓	A	↔	G
		Switching revenue resources from more traditional to new housing and care services	R	N/A	A	↓	A	↔	G
		Demand for alternative housing models from an ageing population	R	N/A	A	↓	A	↔	G
		Specialist demand e.g.dementia	R	N/A	A	↓	A	↔	G
	Modern, Efficient and Adapted Homes	Maximising joint resourcces with partners	G	N/A	G	↔	G	↔	G
		Availability of private finance	R	N/A	G	↓	G	↓	G
		Developers building affordable housing	R	N/A	R	↔	A	↓	G
		Prevent delays in planning approvals	R	N/A	R	↔	R	↔	A
	Achieve the Wales Housing Quality Standard	Outcome of stock condition survey	G	N/A	G	↔	G	↔	G
		Securing additional funding	G	N/A	G	↔	G	↔	G
		Realising efficiencies and income generation targets in the business plan	G	N/A	G	↔	G	↔	G
		Ensuring Contractors perform effectively	G	N/A	G	↓	G	↔	G
		Customer expectations	G	N/A	G	↓	G	↔	G
		Resources to meet the WHQS by 2020	G	N/A	G	↓	G	↔	G
		Demand changes due to Welfare Reform	G	N/A	G	↓	G	↔	G
Living Well	**Independent Living**	Capital resources for disabled facilities grants	A	N/A	A	↓	A	↔	G
		Specialist demand e.g.dementia	A	N/A	G	↓	A	↑	G
		Encouraging greater independence	A	N/A	G	↓	G	↓	G
	Integrated Community Social and Health Services	Effective joint working with BCUHB	A	N/A	A	↔	A	↓	A
		New model; increased costs	A	N/A	A	↔	A	↓	G
		Public support for change	A	N/A	A	↔	A	↓	G
Economy and Enterprise	**Business Sector Growth in Deeside**	Working with local employers and learning providers to meet recruitment needs	A	N/A	A	↔	A	↔	G
		Working with WG on infrastructure developments	A	N/A	A	↔	A	↔	G
	Town and Rural Regeneration	Maximising funding opportunities	G	N/A	G	↔	R	↑	G
		Project management capacity	G	N/A	A	↑	A	↑	A
	Social Enterprise	Support development of social enterprises	G	N/A	G	↔	G	↔	G
		Building skills for development of social enterprises	A	N/A	A	↔	A	↔	A
		Competing effectively	A	N/A	A	↔	A	↓	A
Skills and Learning	**Modernised and high performing education**	Investment of resources to achieve plans	A	N/A	A	↔	A	↔	G
		Schools are supported	A	N/A	A	↑	A	↑	A
		Schools share and develop best practice	A	N/A	A	↔	A	↔	G
	Places of Modernised Learning	Changing demographiccs and impact on supply of school places	A	N/A	A	↔	A	↓	A
		Community attachment to current patterns of school provision	R	N/A	R	↔	R	↑	A
		Backlog of known repair and maintenance works	R	N/A	R	↔	A	↓	A
		Programme delivery capacity	R	N/A	R	↔	A	↓	A
		Approval of business cases to draw down 21st Century Schools Grant	R	N/A	R	↔	G	↓	G
	Apprenticeships and Training	Employer places match current and future aspirations and needs	G	N/A	G	↔	G	↔	G

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IMPROVEMENT PLAN 2013/14 RISKS SUMMARY									
Priority	Sub Priority	Risks (summarised)	Net Score & Trend						
			Sep-13		Dec-14		Mar-14		Target Score as at Mar 14
		Capacity to support paid work placements and other programmes	G	N/A	G	↔	G	↔	G
		Strengthen links between schools, colleges and employers	G	N/A	G	↔	G	↔	G
		Participation of education providers	G	N/A	G	↔	G	↔	G
Safe Communities	Community Safety	Improve public's perception of safety in the community	A	N/A	G	↓	A	↑	G
		New Community Safety Partnership arrangements	A	N/A	A	↔	A	↓	G
		Funding the provision of CCTV with local partners	A	N/A	A	↔	A	↔	G
	Traffic and Road Management	Civil parking enforcement powers from Welsh Government	A	N/A	G	↓	G	↔	G
		Public and local support for road safety schemes	A	N/A	A	↓	A	↑	G
		Using resources to meet road safety priorities	A	N/A	A	↓	A	↑	G
Poverty	Welfare Reform	Growing costs of homeless prevention	R	N/A	A	↓	A	↔	A
		Rising rent arrears	R	N/A	A	↓	A	↔	A
		Welfare Benefits service meeting demand	R	N/A	A	↓	A	↔	A
		Local neighbourhood services suffer from reduced local spend	R	N/A	A	↓	A	↔	A
	Fuel Poverty	Establish Eco grant	G	N/A	G	↓	G	↔	G
		Residents take up of energy efficiency measures	G	N/A	G	↓	G	↔	G
		Insufficient funding to meet public demand	G	N/A	G	↓	G	↔	G
Environment	Transport Infrastructure and Services	County's infrastructure is adequate to support economic growth	A	N/A	A	↓	G	↓	G
		Securing funding for highways infrastructure to remain safe and capable of supporting economic growth	A	N/A	A	↓	G	↓	G
		Sustainable transport options remain attractive to users	A	N/A	A	↔	G	↓	G
	Carbon Control and Reduction	Recycling and energy efficiency programmes are supported by the public and employees	A	N/A	A	↓	G	↓	G
		Securing sufficient funding for renewable energy schemes	A	N/A	G	↓	A	↑	A
		Buildings used effectively to match our priorities	A	N/A	A	↔	G	↓	G
Modern and Efficient Council	Organisational Change	Political agreement to the future operating model	A	N/A	A	↔	G	↓	G
		Workforce and Trade Union agreement and acceptance of the organisational changes	A	N/A	A	↔	A	↔	A
		Workforce motivation and morale	A	N/A	A	↔	A	↔	G
		Organisational capability	A	N/A	A	↔	A	↔	A
		Fund the necessary investment costs to create change	A	N/A	A	↔	A	↔	A
	Matching Resources to Priorities	Council agreement to the priorities	A	N/A	A	↔	A	↔	G
		Sufficient capital & revenue resources available to meet priority ambition	G	N/A	G	↔	G	↔	A
		National financial position worsens	G	N/A	G	↔	G	↔	A

IMPROVEMENT PLAN 2013/14 RISKS SUMMARY								
Priority	**Sub Priority**	**Risks (summarised)**	**Net Score & Trend**					**Target Score as at Mar 14**
			Sep-13		**Dec-14**		**Mar-14**	
		Political agreement to a business approach for fees and charges	R	N/A	R	↔	R	↔	A
	Achieving Efficiency Targets	Funding priority delivery if the national financial position worsens	G	N/A	G	↔	G	↔	R
		Political agreement of the Financial Plan	A	N/A	A	↔	A	↔	A
		Positive rsponse by organisation to the financial plan and capability and capacity to make it happen	A	N/A	A	↔	A	↔	A
	Procurement Strategy	Internal adoption of improved procurement practice and process	G	N/A	G	↓	G	↔	G
		Pace of collaboration to maximise procurement efficiencies through the National Procurement Service and regional procurement frameworks	A	N/A	A	↓	A	↑	A
		Agreeing and implementing new joint arrangements	A	N/A	A	↔	G	↓	G
		Applying community benefit clauses within contracts	A	N/A	A	↔	A	↓	G
	Asset Strategy	Public acceptance to the rationalisation of assets	A	N/A	A	↔	G	↓	G
		How we can invest and capacity to implement the strategy	G	N/A	A	↓	G	↓	G
		Workforce agreement and acceptance of agile working practices	G	N/A	A	↑	G	↓	G
	Access to Council Services	Investment to further improve access to our services	G	N/A	G	↔	G	↔	G
		Processes and practices to support Flintshire Connects and the increased use of self-service	R	N/A	A	↓	A	↔	G
		Positive public response to the changing ways services can be accessed	A	N/A	G	↓	G	↔	G
		Customers access to digital services	G	N/A	G	↓	G	↔	G
	Single Status	Long term payment of Single Status Agreement and terms and conditions with reduced financial resources	A	N/A	A	↔	G	↓	G
		Agreement of the council, the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment	A	N/A	A	↔	G	↓	G
		Ballot agreement by the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment	A	N/A	A	↔	G	↓	G
		Affordable settlement rate for issued claims and meeting settlement costs within defined funding range	A	N/A	A	↔	A	↓	G

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Priority:	Housing							
Sub-Priority:	**Extra Care Housing**							
Impact:	**Helping more people to live independently and well at home**							
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Full occupation: i) Llys Jasmine – 63 units ii)Llys Eleanor – 50 units	Director of Community Services / Head of Housing / Head of Adult Social Services	i) N/A ii)100%	i) 100% ii) 100%	i)100% ii)100%	i) 100% ii)100%	G	i) N/A ii)Maintained
Tenant feedback: >90% rate of tenant satisfaction (Annual measure)	Head of Housing / Head of Adult Social Services	N/A	90%	90%	Informal collection of feedback	N/A	N/A

Priority:	Housing							
Sub-Priority:	**Modern, Efficient and Adapted Homes**							
Impact:	**Improving the choice and quality of local housing**							
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Number of empty homes brought back into use.	Head of Housing	32	30	30 (120 cumulative)	33	G	Improved

Priority:	Housing						
Sub-Priority:	Achieve the Welsh Housing Quality Standard						
Impact:	Improving quality of life for our tenants through improved housing						
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Capital Programme expenditure on improvement work streams	Head of Assets & Transportation	N/A	£12.87m	TBC	£12.87m	G	N/A

Priority:	Living Well						
Sub-Priority:	Independent Living						
Impact:	Improving people's quality of life						
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The average number of calendar days taken to deliver a Disabled Facilities Grant for adults (PSR/009b).	Head of Adult Social Services	283 days	300 days	250 days by 2018	247 days	G	Improved
The average number of calendar days taken to deliver a Disabled Facilities Grant for children (PSR/009a).	Head of Children's Social Services	482 days	300 days	250 days by 2016	220 days	G	Improved
Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	Head of Adult Social Services	72.7%	72%	70% by 2016	76.6%	G	Improved

Homeless prevention for at least 6 months for households and individuals (including care leavers). Measured annually (HHA/013)	Head of Housing	83.41%	90%	90%	84.89%	A	Improved
Referrals to the Homesafe Service.	Interim Head of Public Protection	170	170	170	215	G	Improved

Priority: **Living Well**
Sub-Priority: **Integrated Community Social and Health Services**
Impact: **Helping more people to live independently and well at home**

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Percentage of plans to support carers agreed and implemented (SCA/018c)	Head of Adult Social Services	72%	74%	90%	85%	G	**Improved**

Priority: **Economy and Enterprise**
Sub-Priority: **Business Sector Growth in Deeside**
Impact: **Creating jobs and growing the local economy**

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of enquiries received	Head of Regeneration	36	55	55	37 Year end (Q4)	A	**Improved**
Percentage of enquiries that have led to investment	Head of	42%	60%	60%	54% Year end	A	**Improved**

Measure / Milestone	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
	Regeneration				(31% Q4)		
Number of jobs sustained within the DEZ	Head of Regeneration	1300	1400	1400	396 (0 Q4)	R	Downturned
Number of jobs created within the DEZ	Head of Regeneration	431	600	600	838 (122 Q4)	G	Improved

Priority:	Economy and Enterprise
Sub-Priority:	Town and Rural Regeneration
Impact:	Making local communities viable

Measure / Milestone	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Scale and take up of the Business Grant Scheme in Town Centres.	Head of Regeneration	n/a	25	n/a	10	A	N/A
Flintshire Enterprise Project Number of micro enterprises created Gross number of jobs created Number of bursaries awarded	Head of Regeneration	N/A	26 23 25	N/A	16 11.26 26	A	Downturned
Linking Flintshire's Communities Number of new services/facilities available to the rural population Number of marketing and promotional activities	Head of Regeneration	N/A	2 3	N/A N/A	2 3	G	Maintained
Community Key Fund Number of projects financially supported Number of villages benefiting from renewal and development	Head of Regeneration	N/A	12 3	N/A N/A	12 10	G	Improved
Town & Village Streetscape Enhancements Number of projects financially	Head of Regeneration	N/A	12 12	N/A N/A	12	G	Maintained

| supported | | | | | 12 | | |
| Number of enterprises advised or assisted to develop projects relating to village renewal and development | | | | | | | |

Priority:	Economy and Enterprise						
Sub-Priority:	**Social Enterprise**						
Impact:	**Supporting and creating new forms of local business**						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Relevant contracts that community benefit clauses that have been applied to.	Head of ICT and Customer Services	N/A	100%	100%	100%	**G**	N/A
Establishing a social enterprise from within the Council	Head of Adult Social Services	N/A	1 within the Council	2 further schemes supported by the Council	0.75	**A**	N/A

Priority:	Skills and Learning						
Sub-Priority:	**Modernised and High Performing Education**						
Impact:	**Improving standards in schools to get the best learner outcomes**						

- Outcomes in Mathematics and English at all Key Stages;

Achievement Measures	**Lead Officer**	**2012/13 Baseline Data (Summer 2012)**	**2013/14 Target (Summer 2013)**	**Aspirational Target (Summer 2015)**	**Current Annual Outturn (Summer 2013)**	**Performance RAG**	**Trend**
The percentage of learners achieving GCSE grade C or above in Mathematics	Secondary Services Officer	69.4%	71.5%	75.5%	68.5%	**A**	**Improved**

The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	Secondary Services Officer	83.9%	85.1%	90.9%	86.5%	G	Improved
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	Primary Services Officer	86.3%	86%	89.8%	88.2%	G	Improved
The percentage of learners achieving GCSE grade C or above in English	Secondary Services Officer	69.2%	75.1%	77.4%	72.7%	A	Improved
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	Secondary Services Officer	83.1%	84.7%	90.5%	85.8%	G	Improved
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	Primary Services Officer	83.8%	85.4%	88%	88.1%	G	Improved

- The reduction in the gap in performance of learners entitled to free school meals and those who are not

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Secondary Services Officer	89.5%	93.8%	95.8%	91.2%	A	Improved
Improve performance of cohort of learners entitled to Free School	Secondary Services	26%	48%	61.3%	35.7%	A	Improved

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	Officer					A	
Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)							
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	Secondary Services Officer	267.8	319.3	330.9	293.0	**A**	**Improved**

- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Secondary Services Officer	77.3%	75.4%	86.3%	79.6%	**G**	**Improved**
The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1st Language	Secondary Services Officer	59.6%	62.8%	69.9%	62.2% (Best in Wales)	**A**	**Improved**

- Percentage of learners achieving Core Subject Indicator at Key Stage 3

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG

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| The percentage of learners achieving the Core Subject Indicator at Key Stage 3 | Secondary Services Officer | 76% | 77.2% | 86.5% | 80.0% | G | Improved |

- Percentage of learners achieving Core Subject Indicator at Key Stage 2

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
The percentage of learners achieving the Core Subject Indicator at Key Stage 2	Primary Services Officer	81.3%	81.7%	86.3%	85.5%	G	Improved

Priority:	Skills and Learning						
Sub-Priority:	**Places of Modernised Learning**						
Impact:	**Improving places of learning to get the best learner outcomes**						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data (Summer 2012)**	**2013/14 Target (Summer 2013)**	**Aspirational Target (Summer 2015)**	**Outturn data (January 2014)**	**Performance RAG**	**Trend**
Reduce the percentage of surplus places (primary)	Head of Development & Resources	17.83%	16.75%	10%	16.31%	A	Improved
Reduce the percentage of surplus places (secondary)	Head of Development & Resources	16.52%	13.99%	10%	17.37%	R	Downturned

Priority:	Skills and Learning						
Sub-Priority:	Apprenticeships and Training						
Impact:	Meeting the skills and employment needs of local employers						
Achievement Measures	**Data Officer / Organisation**	**2012/13 Baseline Data**	**2013/14 Target**	**Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Reducing the percentage of 16 to 24 year olds claiming job seekers allowance	DWP	7.8% average	6.8%	7.0%	5.8%	G	**Improved**
Securing high levels of 16 year olds in education, employment and training	Careers Wales	97.7%	Not set	Not set	96.4%	N/A	Downturned
Increasing the number of people who successfully establish and grow businesses	North Wales Economic Ambition Board	Flintshire (2011) - 420 new active businesses created 2012 – supported business to create 573 new jobs and safeguard 1,300	1,000	1,000	1,741	G	**Improved**

Priority:	Safe Communities						
Sub-Priority:	Community Safety						
Impact:	Keeping people and communities safe						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Year End 2013/14 Outturn**	**Performance RAG**	**Trend**
Fewer high risk repeat victims of domestic abuse	Interim Head of Public Protection	28%	28%	28%	28%	G	**Maintained**

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Delivery of Training Sessions to young people regarding domestic abuse and sexual violence. Progress milestones for the improvement :

Numbers of schools accessing Cats Paw Theatre Productions	Interim Head of Public Protection	N/A	12 (100%)	12 (100%)	100%	**G**	**N/A**
Percentage of young people reporting increased awareness following Performances of Cats Paw Production	Interim Head of Public Protection	N/A	85%	90%	**90%** (Provisional for 13/14)	**G**	**N/A**
Completed treatments and waiting times for substance misuse services. Progress milestones for the improvement:							
Achieve a waiting time of less that 20 days from referral to treatment (KPI 2)	Interim Head of Public Protection	74.75%	80.00%	80.00%	**67.08%**	**A**	**Downturned**
Treatment Completes (KPI 6)	Interim Head of Public Protection	68.32%	80.00%	80.00%	**69.53%**	**A**	**Improved**

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Priority:	Safe Communities
Sub-Priority:	Traffic and Road Management
Impact:	Improving road safety

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Implement 20 mph advisory zones	Head of Assets and Transportation	19	40	84 schools by end of 2014/15	0	**R**	**Downturned**
Reducing numbers of reportable road traffic collisions	Interim Head of Public Protection	Accidents 339	Accidents 325	Accidents 300	Accidents 359	**R**	**Downturned**
Reducing numbers of road	Interim Head	Fatalities	Fatalities	Fatalities	Fatalities	**R**	**Downturned**

traffic fatalities	of Public Protection	4	4	3	8	 	
Installing improved and energy efficient street lighting, signs and bollard units	Head of Streetscene	N/A	1.75 % Per Year	2.5 % Per Year	1.8%	**G**	**N/A**
Installation and replacement of structurally failed street lighting columns	Head of Streetscene	1.5 % per year	5 % Per Year	6 % Per Year	5%	**G**	**Improved**
The average number of calendar days taken to repair street lamp failures during the year (THS/009)	Head of Streetscene	3 Days	3 Days	2.5 Days	3Days	**G**	**Maintained**
Implement Schemes	Head of Assets and Transportation	100%	100%	100%	100%	**G**	**Maintained**

Priority:	Poverty
Sub-Priority:	**Welfare Reform**
Impact:	**Protecting people from poverty**

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Homeless Prevention for 6 months (HHA/013)	Head of Housing	83.41%	90%	90%	**84.89%**	**A**	**Improved**
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Head of Housing	£2,000,000	£2,200,000	£3,500,000	**£2,347,332**	**G**	**Improved**
The following indicators are provided for information and monitoring only and are not suitable for target setting and							

performance RAGs

Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Head of Housing	1,200	N/A	N/A	**1,600**	N/A	Improved
Number of residents supported to successfully challenge adverse benefit decisions	Head of Housing	110	N/A	N/A	**180**	N/A	Improved
Number of residents accessing money management training	Head of Housing	N/A	N/A	N/A	**65**	N/A	N/A
Number of residents helped to move to more affordable accommodation	Head of Housing	N/A	N/A	N/A	**50**	N/A	N/A
Amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service	Head of Housing	£3,500,000	N/A	N/A	**£7,272,671**	N/A	Improved

Priority:	Poverty						
Sub-Priority:	**Fuel Poverty**						
Impact:	**Protecting people from poverty**						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
£75,000 anticipated annual energy bill savings secured	Head of Housing	£270,245	£75,000	£75,000 per year	£143,430	**G**	**Downturned**
Annual carbon emission reduction of 5,000 tonnes	Head of Housing Head of Assets & Transportation	17,412 tonnes	5,000 tonnes	5,000 tonnes per year	11,661 tonnes	**G**	**Downturned**

Total number of measures installed through ECO and other energy efficiency funding	Head of Housing	920 measures	200 measures	200 measures per year	466 measures	G	**Downturned**
Number of Council homes receiving energy efficiency measures	Head of Housing	363 homes	77 homes	200 Homes by March 2017	161 Homes	G	**Downturned**

Priority:	**Environment**						
Sub-Priority:	**Transport Infrastructure and Services**						
Impact:	**People being able to access employment, local services and facilities**						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Taith Programme (externally funded) – Regional Transport Plan	Head of Assets and Transportation	4	3	4	4	G	**Maintained**
Rural Development Plan (externally funded)	Head of Assets and Transportation	2	2	2	2	G	**Maintained**
Percentage of principal (A) roads that are in overall poor condition (THS/011a)	Head of Assets and Transportation	2.20%	6%	6%	1.5%	G	**Improved**
Percentage of non-principal (B) roads that are in overall poor condition (THS/011b)	Head of Assets and Transportation	2.81%	6%	6%	1.2%	G	**Improved**
Percentage of non-principal (C) roads that are in overall poor condition (THS/011c)	Head of Assets and Transportation	8.02%	9%	6%	6.9%	G	**Improved**
Percentage of principal (A) roads,	Head of	5.41%	6%	6%	4.3%	G	**Improved**

non-principal (B) roads and non-principal (C) roads that are in overall poor condition (THS/012)	Assets and Transportation				 	

Aspirational targets have been set in line with the Welsh Government guidelines for the condition of principal roads and allows resources to be prioritised on non-classified roads.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of users on the network evidenced through counter data	Head of Assets and Transportation	N/A	50,000	70,000	216,836 (58,209 pedestrians, 158,627cyclists)	G	N/A
Number of passengers for Deeside Shuttle	Head of Assets & Transportation	63,500 per annum *(average)*	64,000+ *(extra 42 pax. per month)*	64,000+ *(extra 42 pax. per month)*	66,004	G	Improved
Number of concessionary passes in circulation	Head of Assets & Transportation	81.1% (30,907)	78%	80%	80.94% (31,349)	G	Downturned

Priority:	Environment						
Sub-Priority:	**Carbon Control and Reduction**						
Impact:	**Reducing our carbon impact on the natural environment**						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets & Transportation	Current tonnes of carbon 14,112.5	Target 5% reduction	60% by 2021	+1.51% (18.53% cumulative)	A	Downturned

		(weather corrected)					
The percentage of local authority municipal waste recycled (WMT/010ii)	Head of Streetscene	20.37%	22%	24%	22%	G	**Improved**
The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way (WMT/011)	Head of Streetscene	54.47%	62%	75%	54%	A	**Downturned**
The percentage of municipal waste collected by local authorities sent to landfill (WMT/004b)	Head of Streetscene	41.37%	49%	30% by 2025	42%	G	**Downturned**
Number of homes receiving energy efficiency measures	Head of Housing	588	200	600	449	G	**Downturned**
Overall annual reduction in carbon emissions from housing	Head of Housing	14,312	5000 lifetime tonnes of CO2	5000 tonnes per annum	11,295 lifetime tonnes of Co2	G	**Improved**
Overall annual fuel bill reduction for residents	Head of Housing	£181,080	£75,000	£75,000 per annum	£138,330 per annum	G	**Downturned**
The percentage of municipal waste collected by local	Head of Streetscene	41.37%	48%	30% by 2025	42%	G	**Downturned**

						Performance RAG	Trend
authorities sent to landfill (WMT/004b)						G	
Increase the level of recycling in order to achieve the statutory Welsh Government targets	Head of Streetscene	55%	59%	63% by 2025	57%	A	Improved
Increase in the number of users on our cycleway networks *(data from counters)*	Head of Assets and Transportation	N/A	50,000	70,000	216,836 (58,209 pedestrians 158,627 cyclists)	G	Improved
Reduce the number of corporate office buildings we own and occupy	Head of Assets and Transportation	3 buildings	Close 1 building	2	3	G	Improved

Priority:	**Modern and Efficient Council**
Sub-Priority:	**Organisational Change**
Impact:	**Managing services well to achieve our priorities**

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of planned service reviews which have been completed.	Head of HR & OD	19 completed to date	15	N/A - Now overtaken by Value for Money	13	A	Downturned
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£111,324	G	Improved
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A

* iTrent process efficiencies achieved	Head of HR & OD	£3,211	£6,427	£11,780	£5,000	**A**	**Improved**

* iTrent process efficiencies will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies

Priority:	Modern and Efficient Council						
Sub-Priority:	Matching Resources to Priorities						
Impact:	Protecting local frontline public services through the best use of our resources						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	100%	**G**	**N/A**
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	100% for 2014/5	**A**	**N/A**

Priority:	Modern and Efficient Council						
Sub-Priority:	Achieving Efficiency Targets						
Impact:	Protecting local frontline public services through the best use of our resources						
Achievement Measures	**Lead Officer**	**2012/13 Baseline Data**	**2013/14 Target**	**2016/17 Aspirational Target**	**Current Outturn**	**Performance RAG**	**Trend**
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	80%	**A**	**Downturned**
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	61%	**G**	**N/A**

Priority:	**Modern and Efficient Council**						
Sub-Priority:	**Procurement Strategy**						
Impact:	**Making our money go further through smart procurement**						

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Trend
Achievement of procurement process efficiencies	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£111,000	G	Improved
Achievement of procurement cost efficiencies	Head of ICT & Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	£250,000	£300,000	£303,000	G	Improved
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	100%	100%	100%	G	N/A

Priority:	**Modern and Efficient Council**						
Sub-Priority:	**Asset Strategy**						
Impact:	**Having the right buildings in the right places for the right uses**						

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reduction in the cost per m2 per person in our offices	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233.00	R	Maintained

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Increase the use of our property assets by increasing partnership through the public and third sector via our Flintshire Connects and other property rationalisation approaches.	Head of Assets and Transportation/Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	**A**	**Improved**
Reduction in our office storage space requirements (incremental)	Head of Assets and Transportation	12%	10%	2% by 2016	10%	**G**	**Improved**
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient)	Head of Assets and Transportation	3	2	2 by 2017/18	2	**G**	**Improved**
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected) 2.66% Reduction	Target 5% reduction	60% by 2021	1.51% Increase (18.53% Overall cumulative decrease)	**A**	**Downturned**

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Improving customer services

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	G	Improved
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	43,656	G	Improved
Customer satisfaction rating	Head of ICT & Customer Services	n/a	100%	100%	100%	G	N/A
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	2,001,881	G	Improved
Customer feedback - Satisfied with visit to website - Successfully found what they were looking for	Head of ICT & Customer Services	73.3% 73.54%	80% 80%	85% 85%	N/A	N/A information not available for new website	N/A
Take-up of Flintshire's Mobile App	Head of ICT & Customer Services	N/A	To be determined	To be determined	360	N/A	N/A
No. of enquiries received via the mobile app	Head of ICT & Customer Services	N/A	To be determined	To be determined	516	N/A	N/A
Customer feedback	Head of ICT	N/A	To be	To be	Not Available	N/A	N/A

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				determined	determined			
- Satisfied with mobile app service	& Customer Services			determined	determined			

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Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual 2012/13	Target 2013/14	Actual 2013/14
KEY								
Local	Local Measure							
Improvement	Improvement Measure							
NSI	National Strategic Indicator							
PAM	Public Accountability Measure							
SID	Service Improvement Dataset							
Finance								
Improvement/ Local	DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	Days	Lower	A	Downturned	16.47 Days	17.50 Days	**19.96 Days**
Improvement/ Local	DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	Days	Lower	A	Downturned	6.78 Days	9 Days	**9.07 Days**
Improvement/ SID	CFH 006 - The percentage of undisputed invoices which were paid in 30 days	%	Higher	A	Improved	85.80%	95%	**91.26%**
Human Resources & Organisational Development								
Improvement/ SID	CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Days/ Shifts	Lower	A	Improved	11.03 Days/ Shifts	9.60 Days/ Shifts	**10.8 Days/ Shifts**
Local/ Improvement	REM3L - FCC - The percentage of employees receiving an annual appraisal with Individual Development Plan (excluding schools)	%	Higher	TBC	TBC	Community Services = 84% Corporate Services = 38% Environment = 70% Lifelong Learning = 66%	100%	**51%**
ICT & Customer Services								
Improvement/ Local	CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	%	Higher	G	Improved	75.11%	80%	**83.93%**
Housing								

NSI/PAM	HHA 013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	%	Higher	A	Improved	83.41%	90%	**84.89%**
Improvement/ Local	HLS 013bL - The average amount of rent loss due to empty property	%	Lower	G	Improved	2.01%	1.80%	**1.80%**
Improvement/ Local	HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	Days	Lower	A	Improved	47.44 Days	35 Days	**42.28 Days**
NSI/ Improvement	PSR 004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority	%	Higher	G	Improved	5.96%	6%	**6.73%**
Social Care								
Improvement	IA1.1L4 - Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	People	Higher	G	Improved	215 People	200 People	**302 People**
NSI/PAM	PSR 002 - The average number of calendar days taken to deliver a Disabled Facilities Grant	Days	Lower	G	Improved	391 Days	350 Days	**246.43 Days**
SID/ Improvement	PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	Days	Lower	G	Improved	481.56 Days	345 Days	**219.50 Days**
SID/ Improvement	PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Days	Lower	G	Improved	384.85 Days	400 Days	**247 Days**
NSI	SCA 001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Rate per 1,000	Lower	A	Downturned	1.11 Rate per 1,000	2 Rate per 1,000	**2.59 Rate per 1,000**
NSI	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	Rate per 1,000	Lower	N/A	Improved	66.69 Rate per 1,000	Not set	**65.15 Rate per 1,000**
NSI	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	Rate per 1,000	Lower	G	Maintained	15.9 Rate per 1,000	21 Rate per 1,000	**15.9 Rate per 1,000**

PAM	SCA 007 - The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	%	Higher	G	Improved	91.80%	84%	**98.48%**
PAM	SCA 018a - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	%	Higher	G	Downturned	91.85%	89%	**90.72%**
SID/ Improvement	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	%	Higher	G	Improved	66.9%	74%	**85.11%**
NSI/PAM/ Improvement	SCA 019 - The percentage of adult protection referrals completed where the risk has been managed	%	Higher	G	Downturned	98.96%	88%	**98.90%**
PAM	SCA 020 - The percentage of adult clients who are supported in the community during the year	%	Higher	A	Downturned	88.44%	90.00	**85.10%**
Local/ Improvement	SCAM2L - The percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of reablement	%	Higher	G	Not Applicable	Not Applicable	60%	**76.63%**
PAM	SCC 001a -The percentage of first placements of looked after children during the year that began with a care plan in place	%	Higher	A	Downturned	96.05%	94%	**93.98%**
NSI/PAM/ Improvement	SCC 004 - The percentage of children looked after on 31st March who have had three or more placements during the year.	%	Lower	G	Improved	8.16%	7.50%	**6.54%**
PAM	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	%	Higher	G	Improved	74.23%	80%	**90.14%**
NSI	SCC 011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	%	Higher	A	Improved	33.76%	54%	**52.54%**
SID/ Improvement	SCC 021 - The percentage of looked after children reviews carried out within statutory timescales during the year	%	Higher	A	Downturned	91.34%	93%	**85.88%**
PAM/ Improvement	SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	%	Higher	A	Downturned	94.22%	93%	**76.57%**

PAM	SCC 030a - The percentage of young carers known to Social Services who were assessed	%	Higher	A	Downturned	82.86%	92%	**66.67%**
NSI	SCC 033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	%	Higher	A	Downturned	84.62%	90%	**75%**
NSI	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	%	Higher	A	Downturned	100%	95%	**91.67%**
NSI	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	%	Higher	A	Downturned	81.82%	75%	**58.33%**
NSI	SCC 041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	%	Higher	G	Maintained	100%	98%	**100%**
PAM/ Improvement	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	%	Higher	Not Applicable	Downturned	89.01%	Not set	**82.14%**
Leisure, Libraries & Culture								
NSI/ Improvement	LCL 001b - The number of visits to Public Libraries during the year, per 1,000 population	Rate per 1,000	Higher	A	Downturned	5389.03 Rate per 1,000	5,400.00 Rate per 1,000	**5314.73 Rate per 1,000**
NSI	LCS 002b - The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Visits	Higher	G	Improved	9,995.87 Visits	9,499.61 Visits	**10,056.59 Visits**

Planning								
SID/ Improvement	PLA 004a - The percentage of major planning applications determined during the year within 13 weeks	%	Higher	A	Downturned	40.63%	40%	**35.62%**
SID/ Improvement	PLA 004b - The percentage of minor planning applications determined during the year within 8 weeks	%	Higher	A	Improved	47.38%	66%	**61.98%**
SID/ Improvement	PLA 004c - The percentage of householder planning applications determined during the year within 8 weeks	%	Higher	G	Improved	73.82%	91%	**92.21%**
NSI/PAM/ Improvement	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.	%	Higher	A	Downturned	33.18%	25%	**22.44%**
Public Protection								
PAM/ Improvement	PPN 009 - The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	%	Higher	G	Improved	83.64%	80%	**85.70%**
SID/ Improvement	PSR 008 - The percentage of high risk private sector dwellings improved to an acceptable level	%	Higher	G	Improved	77.78%	75%	**100%**
Streetscene								
PAM	STS 005b - The percentage of highways inspected of a high or acceptable standard of cleanliness	%	Higher	A	Improved	75.98%	95%	**92.89%**
NSI/ Improvement	STS 006 - The percentage of reported fly tipping incidents cleared within 5 working days	%	Higher	G	Improved	92.16%	95%	**95.81%**
NSI/PAM/ Improvement	WMT 004b The percentage of municipal waste collected by local authorities sent to landfill	%	Lower	G	Downturned	41.37%	48%	**41.83%**
NSI/PAM	WMT 009b - 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 bilogically in another way	%	Higher	A	Improved	54.92%	59%	**55.07%**
SID/ Improvement	WMT 011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites	%	Higher	A	Improved	53.70%	62%	**54.47%**

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual 2012/13	Target 2013/14	Actual 2013/14
SID/ Improvement	CMT 001 - The percentage of total length of rights of way which are easy to use by members of the public	%	Higher	A	Downturned	63.87%	69%	**60.86%**

Assets & Transportation

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend	Actual 2012/13	Target 2013/14	Actual 2013/14
Local/ Improvement	EEFLM1 - Carbon Reduction Commitment (percentage)	%	Lower	A	Downturned	2.66% (reduction)	5% (reduction)	**1.51% (increase)**
Local/ Improvement	IA3.1L1 - Increase average Standard Assessment Procedure rating in council housing stock	%	Higher	G	Improved	70.96%	69%	**74.88%**
NSI/ Improvement	THS 007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	%	Higher	A	Downturned	81.10%	78%	**75.49%**
PAM	THS 012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	%	Lower	G	Improved	5.41%	6%	**4.31%**

Education

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual 2012/13	Target 2013/14	Actual 2013/14
NSI	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	%	Lower	A	Downturned	10.62%	0.00%	**14.75%**
SID/ Improvement	SCC 035 - The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	%	Higher	A	Downturned	50%	60%	**33.33%**
SID/ Improvement	SCC 036 - The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	%	Higher	A	Maintained	50%	60%	**50%**
NSI/ Improvement	SCC 037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Points	Higher	G	Improved	122.4 Points	186 Points	**225.33 Points**

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual Summer 2012	Target Summer 2013	Actual Summer 2013
NSI/PAM	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.	%	Lower	A	Downturned	0.17%	0.20%	**0.72%**
NSI/ Improvement	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.	%	Lower	G	Maintained	0.00%	0.00%	**0.00%**
NSI/PAM/ Improvement	EDU 003 - The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	%	Higher	G	Improved	81.30%	81.70%	**85%**
PAM/ Improvement	EDU 004 - The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	%	Higher	G	Improved	76.02%	77.20%	**79.99%**
NSI	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	%	Higher	Not Applicable	Improved	4.64%	Not set	**6%**
NSI/PAM/ Improvement	EDU 011 - The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	Points	Higher	G	Improved	509.03 Points	496 Points	**526.73 Points**
NSI	EDU 015a - The percentage of final statements of special education need issued within 26 weeks including exceptions	%	Higher	A	Improved	90.77%	100%	**92.31%**
NSI	EDU 015b - The percentage of final statements of special education need issued within 26 weeks excluding exceptions	%	Higher	G	Maintained	100%	100%	**100%**
PAM	EDU 016a - The percentage of pupil attendance in primary schools	%	Higher	A	Downturned	94.54%	94.60%	**94.16%**

PAM	EDU 016b - The percentage of pupil attendance in secondary schools	%	Higher	G	Improved	93.05%	93.30%	**93.33%**
NSI/ Improvement	EDU 017 - The percentage of pupils aged 15 at the preceding 31st 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	%	Higher	A	Improved	59.60%	62.80%	**62.15%**
Local/ Improvement	EDULM11L - Decrease the percentage of learners who are NEET (Yr11)	%	Lower	A	Downturned	2.30%	2.20%	**3.60%**
Local/ Improvement	EDULM1L - Percentage of learners achieving the Core Subject Indicator at Key Stage 4	%	Higher	A	Improved	57.60%	62.30%	**59%**
Local/ Improvement	EDULM2L - Percentage of learners achieving the Level 1 threshold	%	Higher	A	Downturned	95.60%	96.70%	**94.30%**
Local/ Improvement	EDULM3L - Capped Point Score - Improve performance of cohort of learners entitled to Free School Meals (FSM) to reduce the gap in performance of FSM and non FSM learners	Points	Higher	A	Improved	267.8 Points	319.30 Points	**293 Points**
Local/ Improvement	EDULM3L - Level 1 threshold - Improve performance of cohort of learners entitled to Free School Meals (FSM) to reduce the gap in performance of FSM and non FSM learners	%	Higher	A	Improved	89.50%	93.80%	**91.20%**
Local/ Improvement	EDULM3L - Level 2 threshold - Improve performance of cohort of learners entitled to FSM to reduce gap in performance of FSM and non FSM learners	%	Higher	A	Improved	26%	48%	**35.70%**
Local/ Improvement	EDULM4L - KS2 - Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	G	Improved	77.60%	78.10%	**83%**
Local/ Improvement	EDULM4L - KS3 - Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	G	Improved	73.70%	75%	**75.40%**
Local/ Improvement	EDULM4L - KS4 -Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	A	Improved	55%	61%	**56.90%**

Local/ Improvement	EDULM5aL - KS2 - Improve outcomes in Mathematics	%	Higher	G	Improved	86.30%	86%	**88.20%**
Local/ Improvement	EDULM5aL - KS3 - Improve outcomes in Mathematics	%	Higher	G	Improved	83.90%	85.10%	**86.50%**
Local/ Improvement	EDULM5aL - KS4 - Improve outcomes in Mathematics	%	Higher	A	Downturned	69.40%	71.50%	**68.50%**
Local/ Improvement	EDULM5bL - KS2 - Improve outcomes in English	%	Higher	G	Improved	83.80%	85.40%	**88%**
Local/ Improvement	EDULM5bL - KS3 - Improve outcomes in English	%	Higher	G	Improved	83.10%	84.70%	**85.80%**
Local/ Improvement	EDULM5bL - KS4 - Improve outcomes in English	%	Higher	A	Improved	69.20%	75.10%	**72.70%**
Local/ Improvement	EDULM5cL - KS2 - Improve outcomes in Welsh (first language)	%	Higher	G	Improved	78.90%	86.50%	**90%**
Local/ Improvement	EDULM5cL - KS3 - Improve outcomes in Welsh (first language)	%	Higher	A	Downturned	67.90%	80%	**67.70%**
Local/ Improvement	EDULM5cL - KS4 - Improve outcomes in Welsh (first language) KS 3	%	Higher	A	Improved	61.80%	73%	**71.30%**
Local/ Improvement	EDULM6L - Improvement of outcomes in Capped Points score, including increasing the proportion of A* and A grades	Points	Higher	A	Improved	336.8 Points	339.5 Points	**337.1 Points**

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Collaborative Projects – Position Statement – April 2014

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*	Wrexham	All 6 NW Local Authorities	4	April 2010	• Resilience • Quality • Efficiencies	• Quarterly Management Board meetings

	North Wales providing Adoption Services						• Reports to North Wales Social Services Improvement Collaborative (NWSSIC) • Reports to individual LA's political processes as required • Social Services and Health Programme Board
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*	Wrexham	Wrexham Flintshire Denbighshire	4	April 2008	• Resilience • Quality	• Local Performance reporting

The text "Page 172" appears in the left margin.

	support						
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

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
11	**North Wales Mental Health Partnership Board**	BCUHB	All 6 North Wales Local Authorities	4	2012	• Resilience • Quality	Regional Programme Board
12	**Supporting People Regional Collaborative Committee**	Conwy	All 6 NW Local Authorities	4	August 2012	• Quality • Efficiency	• Regional Board • Reports to a National Advisory Board
ENVIRONMENT							
13	**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
14	**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

15	**Public Protection** *Operational delivery through shared officers*	Flintshire	Flintshire Wrexham	4	Review to be undertaken 2013/14	• Resilience • Quality • Efficiencies	• Local Performance Reporting
16	**Economic Development**	Gwynedd	All 6 NW LAs		On-going	• Resilience • Efficiencies • Quality	• Report to EAB
17	**Specialist Planning (Minerals and Waste)** *Provision of a resilient staffing resource to deal with all relevant planning applications, policy development and site monitoring*	Flintshire	All 6 NW Local Authorities	4	April 2011	• Resilience • Quality	• Local Performance Reporting
18	**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
19	**Food Waste** *Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met*	Denbighshire	Conwy Denbighshire Flintshire	4	2014	• Resilience • Quality • Direction • Efficiencies	• Project Board • Ad-hoc reporting • Local performance reporting

LIFELONG LEARNING

20	**21st Century Schools** *Procurement Framework for 21st Century Schools projects in North Wales*	Flintshire & Denbighshire	All 6 NW Local Authorities	4	January 2013	• Resilience • Quality • Efficiencies • Cost avoidance	• Formal project management arrangements in place • Programme Board
21	**Regional School Improvement & Effectiveness Service** *Development of a combined School Improvement Service for resilience across the region*	Gwynedd	All 6 NW Local Authorities	4	April 2013	• Resilience • Quality • Efficiencies • Direction	• Joint Committee & User groups
22	**Joint Educational Psychology** *To develop collaborative working in this specialist service for additional resilience and efficiency*	Flintshire	Flintshire Wrexham	4	2014	• Resilience • Quality • Efficiencies • Cost avoidance	• Principal Education Psychologist working across Wrexham and Flintshire • Two teams to be merged into one hosted by FCC

23	**ICT – Education Management Information Service (MIS)** *Procurement & Hosting – procurement of common education management information system for all North Wales Councils with full hosting provided by Flintshire*	Flintshire	All 6 NW Local Authorities	4	September 2012	• Resilience • Efficiencies	• Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings • NW Education Consortium
24	**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
25	**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

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							place
26	**North East Wales (NEW) Play** *Regional scheme to encourage play in local communities and leave a legacy of play across the region*	Flintshire	Flintshire Wrexham Denbighshire	4	May 2010	• Quality	• NEW Play Management Board
27	**Joint Sensory Impairment** *To develop collaborative working in this specialist service for additional resilience and efficiency*	Flintshire	Flintshire Wrexham Denbighshire	4	2014	• Resilience • Quality • Efficiencies • Cost avoidance	• NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements in place
28	**Corporate Training** *Provision of an enhanced training programme and shared resources*	Flintshire	Flintshire Deeside College	4	March 2012	• Resilience • Quality • Efficiencies	• Local performance reporting in year • Partnership Board

29	**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
30	**Occupational Health** *Combined service provision across both authorities*	Flintshire	Flintshire Wrexham	4	September 2011	• Resilience • Quality • Efficiencies	• Local performance reporting in year • Partnership board
31	**ICT – Joint Procurement** *Web Content Management System*	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement Complete, implementation Complete within Flintshire and new website operational.	• Efficiencies	• Operational, normal local performance reporting arrangements
32	**ICT – Joint Procurement** *Hardware*	Wrexham	All 6 NW Local Authorities	4	December 2012	• Efficiencies	• North Wales Heads of ICT Forum – Monthly Meetings – contract

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							monitoring
33	**ICT - Joint Procurement** *Service Desk Software*	Gwynedd	Flintshire Gwynedd Wrexham	4	Procurement Complete, implementation Complete within Flintshire and new IT Helpdesk operational.	• Efficiencies • Resilience	• Operational, normal local performance reporting arrangements
34	**ICT – Disaster Recovery** *Shared ICT business continuity arrangements*	Flintshire	All 6 NW Local Authorities	4	March 2013. Disaster recovery plans shared, Flintshire plan adopted as common template.	• Resilience • Efficiencies	• Operational, normal local performance reporting arrangements
35	**ICT – Regional Directory** *Shared ICT user directory across the North Wales public sector to allow agile working and remote access to local systems e.g. a health employee can securely log on to their own systems from a local authority site*	Flintshire	All 6 NW Local Authorities BCUHB NW Fire and Rescue Services	4	September, 2013	• Resilience	• Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings

36	ICT – Regional Directory *Shared ICT user directory across the North Wales public sector to allow agile working and remote access to local systems e.g. a health employee can securely log on to their own systems from a local authority site*	Flintshire	All 6 NW Local Authorities BCUHB NW Fire and Rescue Services	4	September, 2013	• Resilience	• Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings
37	Procurement *The establishment of the Welsh Public Sector National Procurement Service*	Welsh Government	Welsh Public Sector	4	November, 2013	• Efficiencies • Direction	• WG Public Sector Leadership Group • NPS Board
	CURRENT COLLABORATION PROJECTS						
	PEOPLE AND RESOURCES						
38	Emergency Planning *An integrated service for planning, preventing and responding to emergencies*	Flintshire	All 6 NW Local Authorities	3	December 2013 Implemented 1st July 2014	• Resilience • Quality • Direction	• Annual regional report on performance of regional service • Local

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						• performance reporting in year • Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings
39 **Procurement** *Regional collaboration on procurement category management*	Gwynedd	Flintshire Denbighshire Gwynedd	3	Implemented 1st July 2014	• Efficiencies • Resilience	• Formal project management arrangements in place • North Wales Chief Executives Group agreed business case • All 3 cabinets agreed business case • Market dialogue underway to commission category management consultants • Flintshire and Denbighshire

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						procurement teams merger implemented 1st July, 2014.
GOVERNANCE						
40	**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. CIO Council now disbanded by WG. Awaiting publication of national Digital First Strategy	• Compact • Efficiencies • Resilience	• Governance arrangements for new Digital First Strategy not yet published
41	**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	• There is a Management Board
42	**Local Government Pension Fund** *Explore the collaborative*	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	1	2015	• Resilience • Quality • Cost	• Local performance reporting in year

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	opportunities across the eight Funds in Wales.					avoidance • Direction	
ORGANISATIONAL CHANGE							
43	**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
SOCIAL CARE							
44	**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.
COMMUNITY AND ENTERPRISE							
45	**Single Access Route to Housing (SARTH)** *Regional housing register and allocations policy*	Denbighshire	Flintshire Conwy Registered Social Landlord's	3	Pilot April 2014	• Quality • Efficiency	• Steering group with all partners represented plus number of operational sub groups
46	**Eco energy efficiency**	Wrexham	Flintshire	2	September 2013	• Efficiencies	• tbd

	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.*		Denbighshire Conwy Registered Social Landlord's			• Cost avoidance	
47	**Joint Procurement of Capital Work Programmes**	Flintshire	Flintshire + Wrexham	3	April 15	• Efficiencies	• Local Performance Reporting
48	**Community Benefits**	Flintshire	Flintshire + Wrexham	2	April 15 to go on site	• Quality • Efficiencies • Resilience	• Local Performance Reporting
49	**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

PLANNING AND ENVIRONMENT

50	**Built and Nature Conservation** *Provide a collaborative service based on the Minerals and Waste Planning Service model*	Flintshire	All 6 NW Local Authorities	1	2015	• Resilience • Quality • Efficiencies	• Local performance reporting
51	**Public Protection** *Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement on door step crime; joint Health and Safety Estates Excellence; project support to businesses*	Flintshire	Flintshire Wrexham	2	2016	• Resilience • Quality • Efficiencies	• Local performance reporting

TRANSPORT AND STREETSCENE

52	**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

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53	**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
54	**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	2018/19	• Resilience • Quality • Efficiencies • Cost avoidance • Direction	• Project Board • Local performance reporting
55	**Trunk Road Maintenance** *Sub-regional service delivery hub*	Flintshire	Conwy Denbighshire Wrexham	1	2015	• Resilience • Quality • Efficiencies	• Local Performance reporting
	NEW/"ASPIRATIONAL" COLLABORATION PROJECTS UNDER DISCUSSION						
56	**CyMal** *Provision of shared archive services across North Wales*	Options Appraisal Stage	North Wales	1		• Direction	• Preferred Model shared with North Wales Chief Executives, January 2014

Collaborative Projects – Position Statement – April 2014

KEY

Status: **Purpose:**

1: Concept and pre-outline business case stage   Resilience

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

3. in transition post final business case stage   Efficiencies

4. implemented and operational   Cost-avoidance

                                                                         Direction (i.e WG under the Compact)

Appendix E: 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
Local Development Plan	The Council's land use planning document that will guide development until 2030
Wales Housing Quality Standard	Welsh Government's Physical Quality Standard for modern social housing
Housing Revenue Account Subsidy System	The system used by UK Government to determine the amounts needed by local authorities for their housing and to identify whether they require subsidy support
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 and higher 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
Flintshire Social Enterprise Fund	Financial assistance for start-up or development of social enterprises

Community Benefit Clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.
Core Subject Indicator	Learners achieve the expected level in Mathematics, English or Welsh 1st language and Science
21st Century Schools	A national programme of funding to improve school buildings and environments.
Surplus Places	The difference between the number of learners a school can accommodate and the number on roll
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
Environmental Visual Audits	Detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working
Collision Cluster Site	A site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius
Welfare Reform	A range of measures being introduced by Central Government to change the Welfare Benefits system
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants
Homeless Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.
Deeside Infrastructure	A plan that has been developed to improve the highways,

Business Plan	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
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 used
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
Operating Model	How an organisation is structured, functions and performs, according to its objectives and values
Working Practices	The Council's internal processes and procedures
Social Business Model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.
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
Equal Pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought
Medium-term Financial Plan	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources
Asset Strategy	Long term plan to make best use of our buildings
Council Property Assets	Buildings owned and maintained by the Council
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)
Community Asset	Transfers of land of buildings into the ownership or

Transfers	managements of a Voluntary/Community Sector organisation or statutory body
Community Benefit Clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider issues in to account other than price
Procurement Collaborations	Ways of procuring goods and services within agreed terms and conditions
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
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **WEDNESDAY, 22 OCTOBER 2014**

REPORT BY: **CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **DRAFT ANNUAL REPORT 2015/16 OF THE IRPW**

1.00   **PURPOSE OF REPORT**

1.01   For Council to determine its response to consultation on the draft annual report for 2015/16 of the Independent Remuneration Panel for Wales (IRPW).

2.00   **BACKGROUND**

2.01   The IRPW determines on an annual basis the rates of payments that are made to Members and co-opted members of County Councils in Wales. Section 147 of the Local Government (Wales) Measure 2011 requires the IRPW to send a draft of its annual report to County Councils and to take into account the representations it receives about the draft before issuing the final version of its annual report.

2.02   On the 2 October 2014 the IRPW sent its draft annual report for 2015/16 to County Councils seeking any comments no later than the 27 November 2014. Copies of the draft annual report have been deposited in the group rooms and Member Services and are available to the members of the public as a background document to this report.

3.00   **CONSIDERATIONS**

3.01   The IRPW is proposing that for 2015/16 the levels of payments made to Members should be frozen, including no change to the levels of reimbursement of expenses. In view of the current budgetary pressures on the County Council Members may wish to endorse this proposal.

3.02   In the draft report the IRPW expresses concern about the wide variation and inconsistency of support provided to Members in Wales to enable them to discharge their functions effectively. The draft report makes clear that all elected Members should be provided with adequate telephone and e-mail facilities, and electronic access to appropriate information without cost to the individual Member. This supports Flintshire's approach of rolling out to all Members iPads at no cost to individual Members. This initiative will also result in budget

savings in the cost of printing and postage of agendas and reports for formal meetings.

3.03 The draft report draws attention to a recently introduced procedure whereby Councils can make application for additional "senior salaries" for posts that do not fall within the current remuneration framework or which could not be accommodated within the maximum number of "senior salaries" relating to the authority. Whilst this procedure is welcomed in the current financial climate Council may consider it inappropriate to make any such applications at the present time.

3.04 Section 63 of the Local Government (Democracy) (Wales) Act 2013 gave the IRPW new powers in relation to changes in the salary of the Head of Paid Service. Unless the change is in-keeping with changes applied to other officers, the IRPW must be consulted on the proposed change. The Panel's approach to its use of this power is set out in Section 11 of the draft report and accords with the guidance issued to the IRPW by the Welsh Government that can be found at Annex 5 of the draft report. This is for Members information as there is no intention to change the salary of Flintshire's Head Of Paid Service.

3.05 On a technical point paragraph 3.26 of the draft report indicates that the UK government has determined that a Councillor's place of work is his/her home and that there is no tax liability on expenses paid by local authorities for travel between home and Council offices. In short Members will not have to pay tax on travel expenses. The paragraph refers to Annex 6 of the draft report which is the HM Treasury written ministerial statement of the 22 July 2014. That statement however, is an announcement of an intention to introduce legislation rather than changing the existing legislation. This point has been raised with the Secretariat to the IRPW who have indicated that the Council may wish to include this in any official response it makes to consultation. Whilst the government's announced intention is to be welcomed the draft report is premature in describing it as being in place.

4.00 RECOMMENDATIONS

4.01 To respond to consultation on the draft report by making the points in paragraphs 3.01 and 3.05 above.

4.02 For Council to note the procedure in paragraph 3.03.

5.00 FINANCIAL IMPLICATIONS

5.01 Any successful application to pay an additional "senior salary" at committee Chair level would cost £8,700.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report.

8.00   EQUALITIES IMPACT

8.01   None as a result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None as a result of this report.

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   With political Group Leaders and Deputies.

12.00   APPENDICES

12.01   None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Draft Annual Report 2015/16 of the IRPW

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: FLINTSHIRE COUNTY COUNCIL

DATE: WEDNESDAY, 22 OCTOBER 2014

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: OVERVIEW & SCRUTINY ANNUAL REPORT

1.00   PURPOSE OF REPORT

1.01   To enable the Council to consider the draft Overview & Scrutiny Annual Report for the 2013/14 municipal year.

2.00   BACKGROUND

2.01   Article 6.03 (d) places a requirement on Overview & Scrutiny Committees to report annually to Full Council through the Constitution Committee on their workings and working methods. The Constitution Committee considered and approved the Annual Report at its meeting which was held on 15th October 2014.

3.00   CONSIDERATIONS

3.02   The Council is requested to consider the draft Overview & Scrutiny Annual Report (attached as an appendix) and make any observations or amendments as it considers to be appropriate.

4.00   RECOMMENDATIONS

4.02   That the Council receives and approves the Overview & Scrutiny Annual Report, which is attached as Appendix 1 of this report.

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 The Overview & Scrutiny chairs have been consulted on parts of the report relating to their committees and the Constitution Committee considered it at the meeting held on 15th October 2014..

12.00 **APPENDICES**

12.01 Appendix 1 – Draft Overview & Scrutiny Annual Report 2013/14.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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Report of the
Overview & Scrutiny Committees

Annual Report

MAY 2013 TO APRIL 2014

Contents

Foreword

This is the second opportunity which I have had to introduce the Overview & Scrutiny Annual report. 2013/14 has seen a great deal of scrutiny activity and has shown how we contribute to the effective corporate governance of the Authority.

Flintshire has always been at the forefront in Overview & Scrutiny; putting the necessary resources into developing a function which has been recognised for its best practice approaches to working. Whilst the financial constraints within which local authorities are now operating have meant that the level of resources has had to be reduced, we are still able to act as critical friends and to make a difference.

However, as Members we must recognise that our Overview & Scrutiny can only be as good as the effort the Overview & Scrutiny Members make it. We need to ensure that we own our forward work programmes by suggesting topics for our committees to consider. Our officers do sterling work in scouting ahead of the column, but we need to remember that we are the cavalry.

The range of life experience, knowledge and passion for public service which each of us as Members have means that each of our six committees is both a repository of information and a power house for initiating, monitoring and generally contributing to Flintshire's well-being in difficult times.

Last year, I concluded the foreword to the annual report by thanking everyone who has had an input into the scrutiny process.   It would be remiss of me not to reiterate such thanks. Overview & Scrutiny is very much a people process: the members of the committees; the contributors, whether they be external or internal; the support team of Overview & Scrutiny officers and the committee officers who service our meetings. We are all integral to Overview & Scrutiny working effectively.

Cllr Robin Guest,
Chair of the Constitution Committee

OVERVIEW & SCRUTINY – A CABINET PERSPECTIVE

Last year was the first time that the Leader of the Council had been asked to make a contribution to the Annual Report of the Overview & Scrutiny function. I was pleased to be asked and equally pleased to have been invited back again this year.

I have seen Overview & Scrutiny committee from two perspectives, both as a Leader of the Council but also as a Member of a scrutiny committee. Thus I know the benefits of effective overview & scrutiny and how it contributes to effective corporate governance, and so I am more than happy to comment on it.

During the last year, the outlook for local government has worsened, and this has meant that the role of Overview & Scrutiny as a critical friend has become even more important than it was previously. I am pleased to be able to say that in Flintshire, the relationship is strong.

One of the principal roles of Overview & Scrutiny is to hold the Cabinet to account, which could easily become an adversarial relationship, hence the benefits of the critical friendship. We now 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.

At the Corporate Resources Overview & Scrutiny Committee, where as the cabinet member for finance I am able to discuss the budget position with my fellow councillors, or at one of the other committees, where we might be contributing to discussions on a new policy, I know that we are all going to benefit from the process: there is a wealth of knowledge amongst our members. We will come to rely more and more on that wealth of knowledge and experience in the future as we seek to tackle the significant problems ahead of us.

Cllr Aaron Shotton,
Leader of the Council

OBSERVATIONS FROM THE CHIEF EXECUTIVE – COLIN EVERETT

Overview and Scrutiny in Flintshire continues to mature and develop and in the past year has performed 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.

Welsh Government and Wales Audit office are pressing the case for Scrutiny in local councils to make more impact. We strive for continuous improvement and are certainly not complacent. Our Overview and Scrutiny Committees have built on the internal expertise which they have developed 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. Councils are built on representative democracy and scrutiny is central to the success of the local governance model.

In 2013/14, the dramatically changing national financial position prompted us to change how we ran budget consultation with Members. We used more of a 'whole council' approach so that the strategy to bridge an ever increasing gap was built up in all Member workshops prior to our Overview & Scrutiny committees concentrating on service specific detail in a public setting. This was an effective, although a difficult process.

The Wales Audit Office Scrutiny study provided the opportunity for sharing ideas and expertise with neighbouring councils. In North Wales, we have shared good practice for some time, especially through the regional Scrutiny Officers Network.

The Council continues to modernise and improve its systems for performance reporting, scrutiny and management. The more 'outcome-based' Improvement Plan for 2013-14 was 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, elected members have developed their expertise and skills in knowing how to understand and challenge services and their performance.

Our Overview and Scrutiny function is well-placed to support the Council through the difficult times ahead, with the growing demand for key services and national reductions in funding for local government and local services. The role of the 'critical friend' will be invaluable to us; we are stronger together.

OVERVIEW & SCRUTINY BACKGROUND 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 2013/4 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 decisions, contribute to evidence-based policy making in the council, as well as monitoring performance and reviewing issues affecting the Flintshire area. Overview & Scrutiny 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 2013/14 we had 6 Overview & Scrutiny Committees as illustrated below:-

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
  (principally supporting the Community Profile & Partnerships and the Corporate Resources Overview & Scrutiny committees)

- ❖ Margaret Parry-Jones – Overview & Scrutiny Facilitator
  (principally supporting the Environment and Social & Health Care Overview & Scrutiny committees)

- ❖ Ceri Owen – Overview & Scrutiny Facilitator
  (Principally supporting the Housing and the Lifelong learning Overview & Scrutiny Committees)

- ❖ Janet Kelly – Overview & Scrutiny Support Officer
  (principally supporting task & finish groups)

The team are an independent resource supporting the scrutiny function and its Members:

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. This was in anticipation of the specific powers of external scrutiny which had been the subject of much discussion.

In Flintshire, we have 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. Over the past 14 years, the Council has achieved a number of 'scrutiny firsts', being the first to invite the former ELWa (education and learning Wales), carrying out extensive health service scrutiny (including inviting the then chief executive of the Countess of Chester NHS Trust and being the first to invite the newly elected Police & Crime Commissioner to a meeting).

The 'scrutiny of designated persons' is to be found in section 59 of the Local Government (Wales) Measure 2011. However, the guidance on who would become 'designated persons' under the Measure is still awaited – consultation on a very limited number of bodies to be included in *Designated Persons Order Number 1* was carried out in the autumn of 2013.

The bodies which were considered for the first designation were:
• Local Health Boards;
• NHS Trusts;
• Fire & Rescue Authorities;
• National Park Authorities;
• Registered social landlords;
• Third Sector organisation delivering services to the public.

Our response, which it transpired was echoed by a number of other local authorities, was that all statutory public bodies, apart from town and community councils should become designated. Since then, there has been no further movement on the implementation of section 59.

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. To this end, we have continued with our programme of external engagement.

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. In that role, we have received regular reports on the creation of the Police & Crime Commissioners and Police & Crime panels. The main element of our crime & disorder role is receiving an annual update on the Community Safety Partnership.

In terms of the committee's role in monitoring the Authority's 'community profile', during the course of the year the Committee have invited and considered presentations from the following organisations:-

In June Professor Peter Heard, Pro Vice-Chancellor (Research) from Glyndwr University was invited to give a presentation to the Committee on the links between the University and the Council and how to continue to further develop the links in the future.

In October representatives from the RNLI were invited to attend Committee to give a presentation to Members and answer questions. Following on from the presentation Members visited the RNLI Lifeboat Station at Flint for a tour of the station with the opportunity to meet the volunteers.

In January the Red Cross were invited to give a presentation to Committee outlining the work undertaken by them in Flintshire.

In February Members of the Committee attended Danger Point in Talacre for a tour of this excellent educational facility for children which Flintshire supports together with other organisations.

Representatives of the North Wales Fire and Rescue Service attended twice : first to present the North Wales Fire & Rescue Authority and Service consultation document on *Proposed Improvement Objectives for 2014-15 And Beyond* and secondly for a presentation on the Phoenix Project. This is a Fire and Rescue initiative aimed at young people between the ages of 13 to 17. This very worthwhile project runs courses across North Wales.

In April the Committee received a presentation from Mrs Ann Steele-Mortimer on behalf of the Clwyd Special Riding Centre at Llanfynydd. The second presentation was given by representatives from the Post Office outlining the Post Office Modernisation Programme.

Councillor Brian Dunn
Chairman – Community Profile & Partnerships Overview & Scrutiny Committee

**Members of the Community Profile & Partnerships Committees
Site Visit to the RNLI Station at Flint on the
28th of November 2013.**

Following a presentation by representatives from the Royal National Lifeboat Institution at the October meeting of the Community Profile & Partnerships Overview & Scrutiny Committee at County Hall, Members of that Committee requested a site visit be arranged.

The Members who attended were given a tour of the Lifeboat Station and received a presentation given by one of the long standing volunteers. A lifeboat crewmen, Nathan, presented and explained to Members the protective equipment used by the crew. He answered many questions on the costs and timescales for replacing the equipment, the numbers and age of the crew members. Information on the local fundraising events and other support the Station receives was also provided.

Following the presentation the group then viewed the lifeboat. The equipment on board the lifeboat was explained to Members and their questions were answered. The Volunteers explained the protocols the Team followed and gave examples of the weather conditions faced by the Crew explaining how the lifeboat performed.

The Members who attended were very impressed by the station and the dedication of the Lifeboat Crew and Volunteers involved.

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Chairman
Cllr Tim Newhouse

Vice-Chair
Cllr Peter Curtis

The nature of our remit, which covers the corporate core of the Council and the overview of its activities, means the Corporate Resources Overview & Scrutiny Committee often has a greater number of items than other Committees.

At each of our scheduled monthly meetings, there is a budget monitoring item which mirrors the report to be submitted to Cabinet. This means the comments and observations made by Members of the Committee can be reported to Cabinet at its meeting 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.

Among the regular items considered are the Quarterly Performance reports from the corporate heads of service. They 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 Corporate Resources is the 'finance' scrutiny committee, we also take a lead on the scrutiny response to budget proposals. For the 2014/15 budget, where the financial constraints were incredibly stringent, we hosted two all-member briefings in December. We held a further briefing to consider the corporate function budgets in January and then another all-member meeting as a 'mop up' for the budget process and to consider the capital programme proposals. 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 budget proposals.

The Leader of the Council, Chief Executive and Head of Finance provided an overview of the Medium Term Financial Strategy and Medium Term Financial Plan in July 2013. They set out how the Council's priorities were being developed prior to the announcement of the provisional settlement from the Welsh Government and how the Committee could play its part in ensuring robust financial strategies were in place. The significant changes resulting from the introduction of welfare reform and discretionary payments were also discussed at this meeting

The Head of ICT and Customer Services provided the Committee with an overview of the Flintshire Futures programme and mid-year progress report. The Council developed the Flintshire Futures Programme as its corporate programme for modernising and transforming the organisation to make best use of its resources and find efficiencies. The report was the subject of detailed consideration and constructive challenge with the Committee recommending all Flintshire Futures workstreams (Assets, Customers, Finance, Procurement and Workforce) became the subject of separate reports to the Committee.

Representatives of the Wales Audit Office presented 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 presented a clean bill of health. The report was the subject of detailed consideration and constructive challenge, with both Members and officers offering their insight into particular aspects of the report. This report was also considered by the Audit Committee, Cabinet and Full Council.

Cllr Tim Newhouse
Chairman – Corporate Resources Overview & Scrutiny Committee

ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

Chair
Cllr Matt Wright

Vice-Chair
Cllr Paul Shotton

Performance

The Environment Overview & Scrutiny committee sees performance monitoring as an integral part of their work. We scrutinise the Improvment plan on a quarterly basis and the performance highlight reports twice a year which are presented by the Heads of Service. The reports include updates on major projects such as the North Wales Residual Waste Treatment Project, the Food Waste Partnership and Service Performance including planning applications, streetscene services, highways, public protection and regerneration. The reports also summarise the regulatory work reported and outcomes and intended actions arising from any recommendations, sickness absence, compliments and complaints.

Environmental Enforcement Policy

In September we scrutinised the Environment Enforcement Policy prior to consideration by Cabinet. The policy sets out ways to address common environmental enforcement issues in Flintshire such as abandoned supermarket trolleys, fly tipping and illegal dumping of waste, irresponsible dog ownership, litter in high street areas and obstructions on the public highway.   The committee welcomed the draft policy and were happy to recommend to Cabinet that the policy should be adopted and implemented in Flintshire.

Tourism

At our May meeting we received an update on the approach taken to promote Flintshire to visitors. Mr Dewi Davies, Regional Strategy Director of Tourism Partnership North Wales gave an interesting and informative presentation on the work of the partnership and introduced the Tourism Strategy for North Wales (2010-15). Some of the key areas covered included
key priorities, challenges for the future, 'Destination Flintshire' and the new Tourism Forum for Flintshire.

Members emphasised the need to ensure adequate car parking, toilet provision, signage, linking paths, and a robust approach to customer care within the tourism sector in Flintshire.

Members agreed that it was important to raise the profile of Flintshire as a tourist desination and to strengthen the range of publicity material available to promote Flintshire in the future.

Review of Subsidised bus services

In Juy 2013 we received a report on proposals to undertake a review of subsidised bus services within Flintshire.

At the end of the review a further report was considered at the committee in October when we received an update on the review following the consultation exercise. The report detailed the proposed actionss to be taken in relation to specific bus services. The report demonstrated that there had been a high level of interest in the consultation exercise, particularly from concessionary pass holders.Members were given information on service routes, cost per passanger, summary of consultation responses and the proposals for each service having considered feedback from the public consultation.

Having considered the report, Members agreed to support the proposed changes and requested that service performance tables be reviewed annually by the Committee including the actions taken by officers to improve the performance of bus services.

Cllr Matt Wright,
Chairman - Environment Overview & Scrutiny Committee

HOUSING OVERVIEW & SCRUTINY COMMITTEE

Chairman –
Cllr Ron Hampson

Vice-Chair –
Cllr George Hardcastle

The challenges facing council tenants and residents of Flintshire continue to increase following the introduction of the welfare reforms, the need for affordable housing and the difficulties in accessing mortgage finance. How best the Council can meet those challenges is a really important part of the work of the Housing Overview & Scrutiny Committee. Below are some of the topics the Committee have considered over the last 12 months to assist in mitigating the challenges for council tenants and Flintshire residents.

Developing the Flintshire housing offer through the establishment of a Housing Company

In September 2013, the Committee considered a report to explain the potential long term strategic aspirations for housing provision in Flintshire, prior to its consideration by Cabinet. The report sought the Committee's support in principle to the establishment of a housing company. Members were supportive of the initial proposals but raised concerns around additional costs to the Council, risks to elderly homeowners and existing rental agencies. The Committee recommended that the proposals be supported but that additional information be provided in a workshop to which all Members would be invited.

At the December meeting, the Committee received a presentation delivered jointly by the Head of Housing and Head of Legal and Democratic Services on the legal and governance issues around establishing a proposed Housing Company. During discussion Members were reassured that the principle of the model was to ensure local services for local people and the Committee supported the need to establish the Housing Company and its intended purpose. The comments made by Members of the Committee were passed to Cabinet during its consideration of the report.

The Committee will receive six monthly update reports following the establishment of the Housing Company, with additional reports if required.

Housing Asset Management Strategy

In January 2014, the Committee were requested to consider proposals to deliver the Welsh Housing Quality Standard (WHQS) through the development of a new Asset Management Strategy. The Strategy had three key goals – to achieve the WHQS by 2020, to make the most efficient and effective use of funds available and to maximise job creation and training opportunities for local people. Members welcomed the report and the opportunity to influence the workstream approach of the Asset Management Strategy. Their views on the favoured approach were expressed to Cabinet during its consideration of the final Strategy.

Choices Document

At the time of the tenant ballot in 2012, the Council made a number of commitments to improve service delivery to tenants. The Committee continued to receive regular updates on the progress in delivering these promises.

In February 2014, the Committee received an update report which provided a summary of progress against the promises made. Members were pleased to note that service improvements promised were being progressed and that the level of investment and improvements promised per annum was being exceeded.

The Committee also invited Mrs. Mavis Croft, Chair of the Flintshire Tenants' Federation to speak on behalf of the tenants and were pleased that her comments were complimentary on the service improvements. Mrs. Croft continues to attend Committee meetings and contribute on proposals around service improvements.

Llys Eleanor and Llys Jasmine Extra Care Facilities

In July 2013, the Committee held its meeting at the Llys Eleanor Extra Care Facility in Shotton. Prior to the meeting, Members were invited to take part in a tour of the facility and meet the residents. Members praised the wonderful facility and thanked the staff and residents for their hospitality.

The Committee also held a joint meeting with the Social & Health Care Overview & Scrutiny Committee at the Llys Jasmine Extra Care Facility in Mold. Members were invited to take part in a tour of the facility, which opened in October 2013, and met a small number of residents who had settled into their new homes. All Members praised the state of the art facility.

Further topics considered by the Committee are detailed within Appendix 2 to the report.

Cllr Ron Hampson
Chairman – Housing Overview & Scrutiny Committee

LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE

Chairman –
Councillor Ian Roberts

Vice-Chair –
Mr. David Hytch

The Committee has had another busy year. We have held a number of our Committee meetings outside of County Hall at various venues across Flintshire, including, Deeside Leisure Centre, Hawarden Records Office, Flint High School and Ysgol Maes Garmon. During each of the visits the Committee was given a short tour of the facilities prior to the start of the meetings. The Committee hopes to continue to hold a number of their future meetings at various venues across Flintshire as appropriate.

Below is a summary of some of the topics considered by the Committee over the last 12 months with further topics listed within Appendix 2 of the report.

Home to School Transport Policy Changes – Denominational Transport

In June 2013, the Committee considered a report on home to school policy transport changes – denominational transport, which had been called-in by six Members of the Council. The Committee had previously considered this item in March 2013 and Members had called-in the report as they were concerned that the views and concerns of the Committee had not been taken into consideration by Cabinet when they considered this matter in May 2013.

We discussed this matter in detail and recommended that having considered the decision; the Committee was still concerned and referred the decision back to Cabinet.

Leisure Finance Task & Finish Group

During the Forward Work Planning Workshop held in July 2013, the Committee agreed to setting up a Task & Finish Group to review Leisure Services. The Corporate Resources Overview & Scrutiny Committee had also considered setting up a Task & Finish Group to review levels of overspend within the Leisure Service Budget. The Committee agreed that the Chairman of the Corporate Resources Overview & Scrutiny Committee be invited to sit on the Group.

The first meeting of the Task Group was held on the 21 November, where Members were given a presentation from Officers which gave an overview of the challenges facing Leisure Services.

The Membership of the Task & Finish Group is as follows:-

- Cllr David Mackie (Chairman), Cllr Marion Bateman, Cllr Stella Jones, Cllr Nancy Matthews and Cllr Tim Newhouse

In line with the Task & Finish Group's terms of reference, agreed by the Committee in December, 2013, recommendations from the Task & Finish Group will be presented to the Committee at a future meeting when appropriate.

Annual School Modernisation Report

In March 2014, the Committee considered the Annual School Modernisation Report which provided an update to Members on the progress made with School Modernisation.

A number of concerns were raised by Members during discussion of this item, including the lack of information provided within the report. It was resolved that the Committee receives a further update report to respond to the concerns and issues raised by Members during the meeting. I also suggested that the School Modernisation Partnership Board be invited to attend a future meeting to respond to Members' questions. The Committee will continue to closely scrutinise the School Modernisation Strategy.

Cllr Ian Roberts
Chairman – Lifelong Learning Overview & Scrutiny Committee

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Chair
Cllr Carol Ellis

Vice-Chair
Cllr Cindy Hinds

The Committee has had another busy year and has scrutinised a wide range of topics. We continue to undertake pre-decision scrutiny and this year items considered have included two key plans - the Mental Health Commissioning Plan and the Dementia Commissioning Plan. We also scrutinised the Adults Safeguarding Regional Proposal and the development of a National Adoption Service for Wales prior to consideration by Cabinet. Performance Monitoring continues to be an integral part of our work. Here is a flavour of some of the topics considered over the last 12 months. A full list of topics is contained within Appendix 2 of the report.

Social Enterprise – Double Click

In May 2013 the Committee considered a report which proposed that Double Click Design and Print be transformed from a Social Services run work-scheme to a social enterprise. Members wanted to make a fully informed recommendation to the Cabinet and asked to see the Business Plan before taking a view.

Having considered the Business Plan at the June meeting some members remained apprehensive about the proposed model so we decided to arrange a members workshop at Double Click to discuss the proposals with staff and service users. At the workshop Members discussed the business plan in detail and particularly the impact on service users of the proposed change to a Social Enterprise.

At the October meeting the committee resolved to recommend to Cabinet that they agree to tranfer Double Click from a Social Services run work scheme to a Social Enterprise company in the form of a Company Limited by Guarantee.

Public Health Update

In February the Executive Director of Public Health of Betsi Cadwaladr Unversity Health Board and a team of officers gave an update on key areas of public health practice in Flintshire focusing on key issues raised by members of the Committee.

We were told about a range of screening initiatives undertaken by the screening division of Public Health Wales. Members of the Committee were concerned around the uptake of cervical and bowel screening. Public Health Wales explained that a number of factors including personal choice which may deter individuals from

participating in screening but emphasisied that the aim was to enable all eligible people to make an informed decision as to whether or not to engage in screening.

Members were pleased to hear that all schools in Flintshire are participating in the Designed to Smile programme during the update on oral hygiene in Flinthire.

We also received an update on progress with infection prevention including developments in reducing Clostridium difficile infection, the prevention of MRSA, and the actions in place to strengthen Norovirus control measures.

Members of the Committee welcomed the initiatives and progress achieved to improve the health and well being of residents in Flintshire.

Llys Jasmine Extra Care Facility

One of the highlights of the year was the joint meeting of the Social & Health Care and Housing Overview & Scrutiny Committees held at the Llys Jasmine Extra Care Facility in Mold. The scheme which opened in October 2013 provides 63 apartments and bungalows including 15 apartments specially designed for people with dementia. Members were able to see the wonderful facilities at Llys jasmine and how well people have settled into their new homes at this state of the art facility.

Cllr Carol Ellis
Chair – Social & Health Care Overview & Srutiny Committee

Wales Audit Office National Scrutiny Improvement Study

In the summer of 2012, the Wales Audit Office launched its National Scrutiny Improvement Study. The work on this commenced in September 2012, with the completion of an extensive self-evaluation exercise. Subsequently, each Authority was required to establish a 'Peer Learning Exchange Team' (PLET) which was to incorporate both executive and Overview & scrutiny elected members as well as officers. The work on this project has been ongoing throughout 2013/14.

Following this guidance, the PLET which Flintshire established consisted of :

Cllr Billy Mullin, Cabinet Member for Corporate Management;
Cllr Richard Jones, then Chair of the Corporate Resources Overview & Scrutiny Committee;
Cllr Clive Carver; then Vice-chair of the Committee;
Cllr Dave Mackie, who had replaced the original nominee, Cllr Carolyn Thomas;
Robert Robins, Member Engagement Manager;
Margaret Parry-Jones, Overview & Scrutiny Facilitator (PLET lead and co-ordinator)
Ceri Owen, the 'reserve' became an active member of the team in the later stages.

The PLET members took part in a number of activities:

• Completion of the self-evaluation exercise;
• Meetings with WAO officials and other PLET co-ordinators;
• An initial workshop in Llandudno;
• A feedback workshop in Colwyn Bay;
• Attended , observed and provided feedback at two Denbighshire meetings;
• Responded to the feedback provided by the Wrexham PLET after they had observed at two Flintshire meetings;
• Reviewed the self-evaluation exercise;
• Prepared an action plan arising out of the review;
• Attended the national conference in Cardiff on 28th November – *Scrutiny in the spotlight: investing to maximise its impact*.

The conference should have seen the launch of the WAO report arising out of the exercise, to which the National Welsh Scrutiny Officer document 'Outcomes and characteristics for effective local government scrutiny' was to be appended. Whilst the characteristics were ready, the WAO report was not available.

Arising out of the study, the Constitution Committee had agreed to the setting up of an Overview & Scrutiny steering group to comprise the Chairs and Vice-chairs of the six Overview & Scrutiny committees, together with the scrutiny officer support team.

Appendix 1 –
Membership of Overview & Scrutiny committees 2013/14

COMMUNITY PROFILE & PARTNERSHIPS

B Dunn (Chair)
R Davies
G Diskin
C Dolphin
I Dunbar
R Guest (Vice Chair)
R Hampson
B Lloyd
D Mackie
M Reece
T Sharps
P Shotton
I Smith
N Steele-Mortimer
D Williams

CORPORATE RESOURCES

T Newhouse (Chair)
H Bateman
M Bateman
C Carver
P Curtis (Vice Chair)
I Dunbar
R Hampson
P Heesom
T Howorth
R Jones
R Lloyd
M Lowe
P Shotton
I Smith
A Woolley

ENVIRONMENT

M Wright (Chair)
H Bateman
D Butler
P Curtis
C Dolphin
D Evans
V Gay
C Hinds
R Hughes
J Johnson
C Legg
N Matthews
A Minshull
P Shotton (Vice-Chair)
C Thomas

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

LIFELONG LEARNING	SOCIAL & HEALTH CARE
I Roberts (Chair)	Carol Ellis (Chair)
M Bateman	M Bateman
A Bragg	P Curtis
A Davies-Cooke	A Davies-Cooke
I Dunbar	D Evans
R Hampson	V Gay
S Jones	C Hinds (Vice Chair)
C Legg	S Jones
P Lightfoot	B Lloyd
D Mackie	M Lowe
N Matthews	D Mackie
A Minshull	H McGuill
P Shotton	G Roberts
N Steele-Mortimer	I Smith
D Williams	D Wisinger

Co-Opted Members

C Burgess
D Hytch (Vice Chair)
R Price
R Stark
S Williams

Appendix 2
Topics covered and activity information

Joint Meeting of Lifelong Learning & Social & Health	
11.06.2013 and 02.05.2014	
Educational Attainment of Looked After Children Young Carers Corporate Parenting Activity Update	Safeguarding and Child Protection Report Visual Impairment Support to Children and Adults in Flintshire

Joint Meeting Housing and Environment Overview & Scrutiny Committees	
28.04.2014	
Tackling Long Term Vacant Private Homes	Private Sector Housing Renewal

Joint Meeting of Housing & Social & Health Care Committees	
28.01.2014 and 06.02.2014 (held at Llys Jasmine)	
Budget Consultation for 2014/15 Extra Care Provision in Flintshire	Telecare Delivering Home Adaptations & Supporting People

Community Profile & Partnerships met 8 times between June 2013 and April 2014	
24 June 2013 7 November 2013 24 March 2014 25 July 2013 20 January 2014 28 April 2014 3 October 2013 17 February 2014	
North Wales Police & Crime Commissioner Annual Community Safety Partnership update Glyndwr University and its links with Flintshire County Council Regional Collaboration Projects Community Endowment Fund Presentation by the RNLI Performance Reporting Local Government (Wales)Measure 2011	Consultation Document Designated Persons Order Improvement Plan Monitoring Strategic Partnerships Mid Year Update Presentation by North Wales Fire and Rescue Service on The Phoenix Project Community Safety Partnerships update Presentation by The Red Cross Clwyd Special Riding Centre Post Office Modernisation Single Integrated Plan

Corporate Resources met 13 times between May 2013 and April 2014	

16 May 2013	12 September 2013	12 December 2013	3 February 2014
13 June 2013	10 October 2013	16 January 2014	13 February 2014
11 July 2013	14 November 2013	28 January 2014	13 March 2014
			16 April 2014

Management and Leadership Development Programme	Wales Audit Office Regulatory Plan for Performance 2013
Wales Audit Office Annual Improvement Report	People's Strategy Update
Revenue Budget Monitoring	Wales Audit Office Improvement Assessment Letter and Council's Response and Regulatory Plan
Finance as a Flintshire Futures Workstream	Improvement Plan Monitoring Report
Workforce Information Reports	Mid Year Service Performance Report
Quarterly & Year End Performance Reports	Improvement Assessment Letter from the Auditor General for Wales
Medium Term Financial Plan 2014/15 – 2018/19	Council Tax Reduction Scheme
Welfare Reform Act Update	Council Tax and Business Rates Policies 2014-2015
Discretionary Housing Payments update	
Attendance Management	Feedback from consideration of Improvement and Performance Plans
Performance and Areas of Improvement Asset Management as a Flintshire Futures Workstream	Budget Consultation for 2014/15
Procurement as a Flintshire Futures Workstream	Assets as an Organisational Change Strategy Workstream
Data Protection Audit by the Information Commissioner's Office	

Environment met 11 times between May 2013 and April 2014	

22 May 2013	18 September 2013	16 December 2013	26 February 2014
26 June 2013	9 October 2013	22 January 2014	2 April 2014
23 July 2013	13 November 2013	28 January 2014	

Missed Collections Technology	Street Furniture and other Temporary Obstructions on the Adopted Highway
Extended Area of Outstanding Natural Beauty	
Tourism in Flintshire	Rural Development Plan & Presentation of Mold Food Festival
Quarterly & Year End Performance Reporting	

Draft Flood Management Strategy & Flooding issues	Regional Bus Strategy
Speed Limit Review	Review of Subsidised Bus Services update
Mersey Dee Alliance	Improvement Plan Monitoring Report
Review of Subsidised Bus Services	Mid Year Service Performance Report
Planning Services Performance	Presentation by Superfast Cymru
Update on the North Wales Residual Waste Treatment Project and the Sub-Regional Food Waste Project	North Wales Residual Waste Treatment Partnership
Deeside Enterprise Zone progress report	The Council's Household Waste Collection Policy
Energy Switching Scheme – update and revised recommendations	Town Centres, High Streets and Retail Areas
Environmental Enforcement Policy	Budget Consultation for 2014/15
Policy for Un-adopted Roads	2nd Inter-Authority Agreement
Policy for the placement of a Highway	Recommendation of Appointment of Preferred Bidder

Housing met 10 times between 5 June 2013 to 16th April 2014

5 June 2013	16 October 2013	8 January 2014	16 April 2014
10 July 2013	20 November 2013	21 January 2014	
23 September 2013	13 December 2013	5 February 2014	

Quarterly Performance	Improvement Plan Monitoring Report
Housing Service Plan	Mid Year Service Performance Report
Community Services Directorate Plan	Legal and Governance issues around Establishing a proposed Housing Company
Delivering Housing Development in Flintshire without the requirement for Public Grant Subsidy	Communal Area Management & Fire Safety Housing Asset Management Strategy
Developing the Flintshire Housing Offer through establishment of a Housing Company	Anti Social Behaviour and Neighbourhood Management
Developing the Private Rented Sector to help meet the need for more affordable housing	Tenant Satisfaction Survey Results and Action Plan
Flint Town Centre Housing Regeneration	Budget Consultation for 2014/15
Housing Revenue Account 30 Year Business Plan	Sheltered Housing Improvement Project
SARTH	Update on the delivery of the Choices document
	Collaborative Working in Housing
	Welfare Reform Update

Lifelong Learning met 11 times between June 2013 and April 2014			
6 June 2013 Call-In Meeting	5 September 2013	19 December 2013	31 March 2014
6 June 2013	10 October 2013	30 January 2014	10 April 2014
11 July 2013	14 November 2013	6 March 2014	

Home to School Transport Policy Changes	Schools Performance Monitoring Group
Quarterly Performance Reporting	Annual Report
Outcome of Estyn Monitoring Visit	School Balances
Presentation by Alliance & Leisure	Corporate Parenting Activity update
Sport and Leisure Business Plan 2013-2017 – A Local Authority Partnership	Anti Social Behaviour Policy
Agreement with Sport Wales	Improvement Plan Monitoring report
Directorate Plan	Mid Year Service Performance Report
Play Development: Summer Play Schemes	Community Events Strategy 2014-2017 Health & Safety Annual Report
School Music Service	
Play Provision: Children's Play Areas	Recommendations of the Playscheme Task & Finish Group
Update on Statutory Notices for School Modernisation	Terms of Reference of the Leisure Finance Task & Finish Group
Lifelong Learning Performance Reporting	Budget Consultation for 2014/15
Schools Funding Formula Review	National Model for Regional Working in School Improvement
Developing the Local Education System Approach to the Hill Review of Education Services	Annual School Modernisation Report
Flintshire Music Service Review	Request from a Member
School Kitchen Ventilation Replacement Scheme	Term of Office of Co-Opted Members
Leisure Services Review Task & Finish Group	Pupil Attainment
Educational Attainment of Looked After Children	Incidents of Arson, Vandalism and Burglaries in Flintshire Schools
Young Carers	Regional School Effectiveness and Improvement Services (GWE)
Apprenticeships, Training and Development Opportunities	Facilities Review
	Improvement Plan 2014/15

Social & Health Care met 9 times from May 2013 to March 2014		
9 May 2013	19 September 2013	9 January 2014
20 June 2013	24 October 2013	13 February 2014
25 July 2013	25 November 2013	20 March 2014

Provision of Health & Social Services by Third Sector Organisations in Flintshire	Adult Safeguarding
	Learning Disability Commissioning Plan
Annual Report of Social Services	Adults Safeguarding Regional Proposal development of a National Adoption Service for Wales
Representations and Complaints Procedure 2012-13	
Transformation of Double Click to a Social Enterprise	Carers Services in Flintshire
	Social Services Improvement Agency
Transition Update	Workshop outcome for Double Click and Agreement to progress
Social Services and Well Being (Wales) Bill	
Educational Attainment of Looked After Children	Internal Audit of Safeguarding arrangements
	CSSIW Annual Review and Evaluation of Performance 2012/13
Young Carers	
Corporate Parenting Activity update	Mental Health Commissioning Plan
Anti Social Behaviour Policy	Dementia Commissioning Plan
Emergency Duty Team Update	Social & Health Care Improvement Plan Monitoring Report
Annual Council Reporting Framework	
Performance reporting	Social & Health Care Mid Year Service Performance Report
Betsi Cadwaladr University Health Board	
Social Enterprise (Double Click) Business Plan Report	Collaborative Projects Update
	Integrated Family Support Service
Carers Strategy (Wales) Measure update	Enhanced Care at home Scheme
Welsh Ambulance Service	Public Health Update
	Rota Visits and Outcomes

Key:		
CP & P	=	Community Profile & Partnerships Overview & Scrutiny Committee
CR	=	Corporate Resources Overview & Scrutiny Committee
E	=	Environment Overview & Scrutiny Committee
H	=	Housing Overview & Scrutiny Committee
LL	=	Lifelong Learning Overview & Scrutiny Committee
S&HC	=	Social and Health Care Overview & Scrutiny Committee