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



To: ALL MEMBERS OF THE COUNCIL

CS/NG

17 June 2015

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 **TUESDAY, 23RD JUNE, 2015** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

1 PRESENTATION

Read Construction awarded Best Regional Educational Project category of the North Wales Local Authority Building Awards for the newly constructed Ysgol Tŷ Fynnon in Shotton.

2 PRESENTATION OF LONG SERVICE AWARD

The Chair will announce the presentation of a long service award to Councillor Tony Sharps, who has achieved 44 years of local government service, starting at Holywell Rural District Council in 1968. Councillor Sharps then served on Delyn Borough Council from 1973 to 1996, for many years as Leader of that Council and on Clwyd County Council from 1993 to 1996. Councillor Sharps was elected to Flintshire in 1999.

The Chair will present Councillor Sharps with his Long Service Badge for 44 years service and ask him to give a short speech of acceptance.

3 **APOLOGIES FOR ABSENCE**

4 **COUNCIL MINUTES** (Pages 3 - 26)

To confirm as a correct record the minutes of the previous meetings held on 14 April and 12 May 2015 (copies enclosed).

5 **DECLARATIONS OF INTEREST**

To receive any declarations of interests from Members.

6 **CHAIR'S COMMUNICATIONS**

7 **PETITIONS**

8 **PUBLIC QUESTION TIME**

9 **QUESTIONS**

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

10 **QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES**

The Minute Book - Edition 1 2015/16 - has been circulated to Members. Members are now entitled to ask questions on these minutes, subject to certain limitations, and answers will be provided at the meeting. Members are requested to bring to the meeting their copy of the Minute Book. Any questions must have been received by the Democracy & Governance Manager prior to the close of business on 17 June 2015.

11 **NOTICE OF MOTION**

Councillor R. Dolphin

“At present the Council must follow lengthy procedures to remove unauthorised encampments and those delays increase the cost and disruption to local residents. Once evicted, travellers are free to return to the site after a relatively short period has elapsed meaning that officers must begin the process over again.

The Council therefore seeks an urgent review of the legal process to evict Travellers from all Council, public and private owned sites. Thus, the Council directs the Deputy Leader and Chief Executive to lobby the Flintshire MPs, new Westminster government and Welsh Government to address the local and national problem of trespass and environmental damage created by Travellers.”

12 **IMPROVEMENT PLAN 2015/16** (Pages 27 - 108)

Report of Chief Executive enclosed.

13 **WEBCASTING PROTOCOL** (Pages 109 - 116)

Report of Chief Officer (Governance) enclosed.

FLINTSHIRE COUNTY COUNCIL
14 APRIL 2015

Minutes of the Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday, 14 April, 2015

PRESENT: Councillor Glenys Diskin (Chair)

Councillors: Alex Aldridge, Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Chris Bithell, Amanda Bragg, Helen Brown, Derek Butler, Clive Carver, Paul Cunningham, Peter Curtis, Ron Davies, Adele Davies-Cooke, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Carol Ellis, Veronica Gay, Robin Guest, Alison Halford, Ron Hampson, George Hardcastle, Cindy Hinds, Ray Hughes, Dennis Hutchinson, Hilary isherwood, Rita Johnson, Christine Jones, Kevin Jones, Richard Jones, Colin Legg, Phil Lightfoot, Richard Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, Tim Newhouse, Mike Peers, Vicky Perfect, Neville Phillips, Mike Reece, Gareth Roberts, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Nigel Steele-Mortimer, Carolyn Thomas, David Williams, David Wisinger and Arnold Woolley

APOLOGIES:

Councillors: Alan Diskin, Rosetta Dolphin, Jim Falshaw, Joe Johnson, Brian Lloyd, Billy Mullin, Ian Roberts and Sharon Williams

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officers (Organisational Change), Chief Officer (Education and Youth), Policy & Performance Manager, Corporate Finance Manager, Democracy & Governance Manager and Committee Officers

Mr. Huw Lloyd Jones from Wales Audit Office for minute number 126

117. PRESENTATION

The Chair welcomed Charlie Greenall, a pupil from Argoed High School and Dawn Spence, her Head Teacher. She congratulated Charlie on her recognition for reaching the national final of the British Council and HSBC Mandarin Chinese speaking competition.

Miss. Greenall and Ms. Spence thanked the Chair for the invitation. Ms. Spence stated how proud the school were of Charlie's achievement and explained that Argoed High School was the only Welsh school to enter the competition.

Councillor Chris Bithell offered his congratulations to Charlie for reaching the final. He commented on the success of the subject since its launch and echoed the congratulations to Charlie on her achievement. Councillor Hilary McGuill spoke of the fantastic facilities at Argoed High School and added that Charlie had worked hard and was a credit to the community, her parents and the school. In echoing the sentiment, Councillor

Derek Butler congratulated Charlie, in Mandarin, for her recognition in a national Chinese competition.

Councillor Ron Davies offered his thanks to Terry Hands for his work for 17 years at Theatr Clwyd upto his recent retirement.

118. COUNCIL MINUTES

The minutes of the meetings held on 17 February 2015 and 3 March 2015 had been circulated with the agenda.

17 February 2015

Councillor Mike Peers referred to page 8 and requested that more detail be included about the 'closure of budget gap stage 2'. This included the changes to Post Office Counter payments options and he felt that this was not adequately recorded in the minutes. He had asked if the topic could be considered at an Overview and Scrutiny meeting and added that a date for the implementation of the changes had not been agreed. He detailed the four changes that had been suggested at Overview & Scrutiny committees.

The Chief Executive confirmed that the update had been verbally as part of the presentation and that a timescale had not been clear. He agreed to provide a statement on the issue to Members.

Councillor Bernie Attridge disagreed with the comments of Councillor Peers about page 8 and felt that the minutes were a true reflection of what happened at the meeting. Reassurance had also been provided at this meeting that clarification would be provided by the Chief Executive.

Councillor Peers reiterated his concerns that the minutes did not provide detail on the closure of the budget gap. The Chief Executive explained that the report and presentation to the County Council meeting had referred to a number of items and had provided the detail on issues including Post Office Counters payments. He reiterated his earlier assurance that clarification would be provided.

Councillor Aaron Shotton respected the view of Councillor Peers but said that the minutes were not verbatim and added that the issue of post office payments referred to could be identified in the report. Councillor Richard Jones indicated that he had not attended the meeting but felt that the extra detail on the four areas should be listed on page 8.

Councillor Peers agreed to withdraw his request as the Chief Executive was to provide clarification to Members.

3 March 2015

Councillors Christine Jones and Ian Dunbar explained that they had not declared an interest in Clwyd Pension Fund Governance.

Councillor Richard Jones referred to the eighth paragraph on page 19 and suggested that the minutes be amended to reflect that none of the £113m from Welsh Government had been passed onto Local Government.

RESOLVED:

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

119. DECLARATIONS OF INTEREST

Councillor Clive Carver declared a personal and prejudicial interest in agenda item 14 (Officers' Code of Conduct) but indicated that he had been granted dispensation to speak.

120. CHAIR'S COMMUNICATIONS

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

The Chair thanked all those who had attended the Chair's Ball and indicated that over £5,000 had been raised. Councillor Aaron Shotton commended the Chair for her work and the event which had been very successful.

121. PETITIONS

The Chair submitted a petition on behalf of the residents of Mancot about keeping the library open.

Councillor Clive Carver submitted a petition from residents about keeping the Hawarden library open.

A petition was submitted by Councillor Mike Peers on behalf of residents of the Healthlands estate in Buckley calling on Redrow to construct the proposed playground to the local Council's stated standards in order for said Council to adopt responsibility of the playground as per the Council's timeline.

122. PUBLIC QUESTION TIME

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

123. QUESTIONS

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

124. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

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

125. NOTICES OF MOTION

Councillor Chris Dolphin had submitted the following Notice of Motion:-

“That this Council supports and promotes the Flintshire Flag. Our County flag has now been approved by the Flag Institute. A formal approval of County Council support will enhance the flag’s reputation”.

The following background had been provided:-

“The design features four choughs in each quarter of a black enrailed flory cross on a white background. This derives from the ancient arms of Edwin ap Gronwy, the 11th Century Lord or King of Tegeingl, whose kingdom later formed the core of the county of Flintshire.

The arms became used over time as the emblem of the county, including being adopted as a seal by the original Flintshire County Council and subsequently utilised as an emblem by many Flintshire-representative societies.

Support for the registration of the flag came from a wide range of Flintshire based Societies together with support from the local Members of Parliament and other leading local politicians. There would be no cost implications to the Council if the motion is carried.”

Councillor Dolphin spoke of the Flintshire Flag representing historic Flintshire and he displayed the flag for Members and officers to see. He felt that the flag would be a badge or emblem that could be used by Flintshire Tourism Association. He asked Members to support and promote the Flintshire Flag as he felt it was something that Flintshire could be proud of.

Councillor Chris Bithell expressed surprise about the request as he indicated that the design was already featured on the Chair’s Chain of Office and was therefore not new. In welcoming the Notice of Motion, Councillor Hilary Isherwood referred to the family connections of Councillor Adele Davies-Cooke and Edwin ap Goronwy, the 11th Century Lord or King of Tegeingl. Councillor Peter Curtis welcomed the introduction of the Flintshire Flag. The Leader of the Council supported the campaign and the work undertaken by Councillor Dolphin on the introduction of the Flag.

RESOLVED:

That the Council supports the Notice of Motion on the Flintshire Flag.

126. ANNUAL IMPROVEMENT REPORT AND THE CORPORATE ASSESSMENT REPORT OF THE AUDITOR GENERAL FOR WALES FOR FLINTSHIRE

The Chief Executive introduced a report to receive the Annual Improvement Report of the Auditor General, which for 2015 incorporated the first Corporate Assessment, and to endorse the executive action plan response.

He invited Mr. Huw Lloyd Jones from the Wales Audit Office (WAO) to make the presentation and added that the report had been considered by Cabinet and Audit Committee and would be submitted to the Corporate Resources Overview & Scrutiny Committee on 16 April 2015. He explained that a summary report was included but that the full report had been sent to Members in advance of the meeting.

Mr. Lloyd Jones detailed the background to the report and provided a detailed presentation which included the following key areas:-

- What's in the report?
- Arrangements
- Use of resources
- Service performance
- Likelihood conclusion
- Overall conclusion

Mr. Lloyd Jones explained the arrangements for Corporate Assessments to be undertaken on a four year cycle across all Welsh Councils. The fieldwork had been undertaken in September 2014 but was not exclusively based on events in that week. It included events both before 15 September and after 19 September partly due to the implementation of a new operating model at that time. The main findings were detailed in the summary report and whilst seven proposals had been identified, there were no statutory recommendations. An action plan had been prepared to address the proposals and ensure they were followed up.

The Leader of the Council indicated that it had initially been felt that September was not the best time due to the introduction of the new Chief Officer team. However, he welcomed the report and he felt that it was pleasing that there were no formal recommendations. The report gave great credit to those who had made contributions and he felt that the report should give the Council confidence.

Councillor Alison Halford raised concerns about the serious issue of the Council not preparing decent reports to Overview & Scrutiny committees, which had been discussed previously. Another worry was that Human Resources were overstretched and she highlighted staff appraisals in particular. She also raised the issue of AD Waste and the length of time it had taken to complete investigations.

Mr. Lloyd Jones explained that he had not raised the issue of Overview & Scrutiny reports in the past but added that some reports could be clearer. He added that Members could also ask for improvements in reports if they did not feel that they were appropriate. The Chief Executive referred to the change in format of Overview & Scrutiny Committees that was to be submitted to the Annual Meeting of the Council in May 2015. He hoped that Members would welcome the idea of updating the format of reports and the style of meetings to make them more purposeful. Demands on Human Resources had been high for some time but the team did perform well in comparison to others in Wales. Officers were committed to undertaking a new model of appraisals and were on target to achieve this. He advised that it was appropriate to discuss AD Waste in a public meeting.

Councillor Richard Jones commented on reports submitted to Overview & Scrutiny which then went onto Cabinet, but any changes identified were not taken forward. He highlighted the fifth proposal from WAO, which he disagreed with, and said that it should be changed to ensure that items were considered by Overview & Scrutiny before Cabinet. He felt that the response did not take account of decision making and that more consideration needed to be given to the timings of reports to Overview & Scrutiny before they were submitted to Cabinet. A review of the Council's performance had found that 23 of the 44 national indicators were equal to, or above, the Welsh average which was a slight deterioration from 28 in 2012-13. Councillor Jones felt that it was important to monitor this and that it should not be allowed to reduce further. He added that he could not support P5.

In response, Mr. Lloyd Jones explained that if reports were considered prior to submission by Cabinet, it was important to ensure that any changes were brought to the attention of Cabinet, either verbally or by providing a briefing note to the meeting. On the issue of performance indicators, Mr. Lloyd Jones said that some of the 44 indicators were important and some less so and that each should be considered in turn to identify if it was a priority or not.

Councillor Hilary Isherwood concurred with the comments of Councillors Jones and Halford and spoke of incidents where Overview & Scrutiny meetings had been adjourned to allow Members to receive late paperwork. She added that it was important that reports and documents could be understood by the public to ensure transparency. Councillor Mike Peers commented on reports recently that had been submitted to Members to replace reports or documents in agendas that they had been sent. In referring to the Executive response and the responses provided, he asked whether an indication had been given by WAO of how satisfied they were with the Council's response. He highlighted P4 on the Member Development Scheme and explained that this had been discussed at a recent Group Leader's meeting. They had agreed that undertaking training would be encouraged if it was felt that there was value in the training.

Councillor Hilary McGuill was encouraged by P4 on Member development and said that it was important for Members to advise of the

training that they required but suggested that some training should be compulsory such as Corporate Parenting training. Councillor Chris Bithell commented that Members had been asked to identify the training that they needed. Councillor Robin Guest suggested that refresher training was appropriate where updates were available or skills needed improving. He said that it was recognised that training and development did not always work as it should but reminded Members that they could request required training. Councillor Peter Curtis agreed with the issue of training but added that it was important to make it interesting.

The Chief Executive welcomed the report and said that the Authority would always be looking for ways to improve. On the issue of Overview & Scrutiny, he explained that it was important that the Chairs of the six Committees to work with officers on the role of Overview & Scrutiny following the Annual Meeting. He felt that forward planning was important along with the need to be clear why a request to consider an item was being received.

RESOLVED:

To accept the Annual Improvement Plan and endorse the response action plan.

127. WELSH GOVERNMENT WHITE PAPER: DEVOLUTION, DEMOCRACY AND DELIVERY – REFORMING LOCAL GOVERNMENT: POWER TO THE PEOPLE

The Chief Executive introduced a report to invite a Council response to the Welsh Government White Paper.

He provided a detailed presentation, with the main features being as follows:

- The future for Wales
- The future for local government
- The White Paper: critique
- The White Paper: a response
- Building a 'vision'
- A vision: our purpose and role
- A vision: our value added
- Financing the future

In referring to the response from the Welsh Local Government Association (WLGA), the Leader of the Council indicated that it included representations from Flintshire County Council on the White Paper. He concurred with the comments of the Chief Executive and felt that the White Paper included many 'red herrings'. He expressed significant concern that an opportunity to undertake discussions on localism had been missed but added that a vision that rewarded Councils that worked well and took on extra was appropriate. The Leader spoke of decentralisation in England and commented on the need for a model to shape the local economy. He hoped

that the WLGA response provided assurance to Members and that the consultation would promote discussions on the areas of concern. He added that the County Council response should be read in conjunction with the WLGA response and he asked Members to support the response.

In supporting the comments of the Leader, Councillor Alex Aldridge referred to the arrogance of the language of devolution and expressed significant concern about the comments of Leighton Andrews, the Minister for Public Services which he felt were unacceptable. He also said that no reasons had been given about why the voluntary mergers offered elsewhere in Wales had failed. Dialogue had consistently been sought on the issue of change but requests had been rejected. Councillor Paul Shotton commented on transition costs and queried how they would be funded.

Councillor Robin Guest felt that an opportunity to discuss local government had been lost and that a review should commence with a blank sheet of paper not with a White Paper without proper debate and consultation. He felt that there was a need to take the best approach for North Wales and that discussions on the delivery of local services such as the interaction with health and emergency services should be undertaken. Under the section on 'Connecting with Communities', Councillor Guest felt that the passporting of a proportion of business rates to local authorities and Town & Community Councils should be considered. He added that it was difficult for Town & Communities to maintain towns as funding was only received from Council Tax not business rates. On the theme of 'Renewing Democracy', Councillor Guest felt that it was appropriate that any reforms of local government should firstly look at the role of Councillors, then at the number of Councillors required and finally at the appropriate allowance.

Councillor Tony Sharps agreed with the comments of the Chief Executive and the Leader of the Council. He spoke of monies that had been spent by Welsh Government to benefit South Wales, and queried why it was wrong to retain 22 councils in Wales rather than the suggested reductions to 11 or 7 authorities. Councillor Sharps highlighted statistics from the Office of National Statistics which reflected the performance of Wrexham County Borough Council. He did not feel that merging with Wrexham County Borough Council was appropriate and he added that he was very proud of Flintshire County Council and what it had achieved. He hoped that mergers would not come to fruition and that Councils, particularly those in North Wales, would not be required to merge.

In welcoming the presentation from the Chief Executive, Councillor Chris Bithell felt WG did not have a clear idea about the future of local government. He spoke of requests for mergers by Ministers, either voluntary or compulsory, and said that some Councils had put forward proposals to merge but these had been rejected by WG. He commented on unelected Assembly Members and indicated that the White Paper did not make any reference to how any reforms would be funded. He felt that larger wards, which would result in more responsibilities with fewer Councillors would put

people off from applying to become a Councillor and would not encourage diversity.

Councillor Mike Peers spoke of WG being based in Cardiff but with international offices in other parts of the World which had seen an increase in funding from £250k to £1m. He applauded the work undertaken with local government and the WLGA to provide a response. He added that adequate funding for the delivery of local services was important but WG had failed in this respect. He commented on the vision for local government referred to in the Council's response and queried how local government could deliver fully funded services to local people without adequate funding.

Councillor Hilary Isherwood expressed significant concern about the comments made by Councillor Bithell which she felt had been aimed at her husband. She spoke of Aneurin Bevan and of Leighton Andrews and expressed her thoughts about the running of WG. Councillor Gareth Roberts spoke of the role of the Minister for Public Services and indicated that it would not be possible for Councillors to represent more residents if there were fewer Elected Members. He also commented on the proposals for Councillors to have to retire after 25 years and highlighted those at Flintshire County Council who would be affected if this was currently the practice. He felt that a structure of unitary authorities would be appropriate based on the Williams Commission report rather than creating larger authorities by merging local councils the size of Flintshire and Wrexham together.

Councillor Carol Ellis indicated that the White Paper did not refer to the benefits for the people that Councillors represented. She referred to the creation of Betsi Cadwaladr University Health Board and asked whether one authority for North Wales was being considered.

The Leader of the Council said that a debate around the convention of the United Kingdom was important. He spoke of sub-regional devolution and the importance of a united debate to contribute to other debates.

RESOLVED:

- (a) That the corporate response set out at Appendix A for submission to Welsh Government be adopted; and
- (b) That the collective response of the Welsh Local Government Association attached at Appendix B be supported.

128. COMMUNITY REVIEW – FLINT MOUNTAIN

The Democracy and Governance Manager introduced a report for Council to consider a report issued by the Local Democracy and Boundary Commission for Wales ("Boundary Commission") seeking views on three options for community boundaries for the Flint Mountain area.

He detailed the background to the report and explained that a review by the Council in 2013/14 had not proposed any change to the Flint Mountain area forming part of the Trelawny ward of the Community of Flint. Representations had been made by residents to the Boundary Commission following the review to remove Flint Mountain from the Trelawny Ward. Three options were then put forward by the Boundary Commission and these were detailed in the report. Both Flint Town Council and Northop Community Council had been consulted and they each favoured no change to the current arrangements which was also the view of officers.

Councillor Alex Aldridge expressed significant concern that the change to a boundary could be requested by as few as two people. He felt that to retain Flint Mountain in the Trelawny Ward of the Community of Flint was the best option. Councillor Marion Bateman stated that Northop Hall Community Council had met the previous evening and had confirmed that they agreed with option A – no change.

The Chief Executive indicated that he would write to the Boundary Commission about the criteria for consulting on the proposed change to a boundary in the way conducted in this case.

RESOLVED:

That the Council recommends Option A to Cabinet as its preferred option as there is insufficient evidence to change the existing arrangements.

129. OFFICERS' CODE OF CONDUCT

The Democracy and Governance Manager introduced a report to consider a recommendation from the Constitution Committee to adopt a revised Officers' Code of Conduct. Councillor Clive Carver, having earlier declared an interest, left the meeting prior to its discussion.

The Democracy and Governance Manager detailed the background to the report. He explained that parts of the Officers' Code were automatically incorporated into individual contracts of employment and these were shown in bold in appendix 1. The Constitution Committee had requested that paragraphs 8.11 and 8.12 be retained, but following advice from Counsel, it was recommended that these paragraphs be removed. In place of these paragraphs, it was suggested that the code be amended to introduce and maintain a voluntary register for Chief Officers, managers reporting directly to them and employees with delegated powers to register their membership of all clubs, societies and organisations. The Chief Executive indicated that the register would ensure transparency.

Councillor Robin Guest moved the recommendation and spoke of the discussions that had taken place when the item was considered at the Constitution Committee meeting.

RESOLVED:

- (a) That Council notes that the Chief Executive, as Head of Paid Service, expects and encourages all senior officers to make full disclosure in line with the intention of the Committee as one of his expectations of them in the interests of the highest standards of conduct in office.
- (b) That Council endorses the revised Officers' Code of Conduct in Appendix 1 with the exception of the mandatory register contained within Clauses 8.11 and 8.12, which would not be enforceable;
- (c) That a voluntary register be introduced for Chief Officers, those Managers reporting to them and Officers having delegated powers to register their membership of all Clubs, societies and organisations as set out in paragraph 3.12; and
- (d) That Welsh Government be asked to amend the mandatory provisions of the Officers' Code of Conduct to require senior officers to register (as well as declare) their interests.

130. REVIEW OF POLITICAL BALANCE

The Democracy and Governance Manager introduced a report to review the Council's political balance calculations following a Member joining the Independent Alliance Group from the Liberal Democrat Group.

The revised calculation in appendix A resulted in the Independent Alliance Group gaining three committee places with the Liberal Democrat Group losing three places. Appendix 2 reflected the Council's Committees in accordance with the rules identified in paragraph 2.02 of the report. The third seat from Liberal Democrats had been shown against the Social and Health Care Overview & Scrutiny Committee but the rules also allowed the Liberal Democrats to lose a seat to the Independent Alliance on either the Environment or Community Profile & Partnerships Overview & Scrutiny Committee instead of Social and Health Care Committee.

Councillor Mike Peers moved the recommendation in appendix 2 and this was duly seconded. He added that as the Annual Meeting was only four weeks away, the Independent Alliance Group had agreed to accept what was reported in Appendix 2. Councillor Robin Guest concurred.

RESOLVED:

That Council agrees to the changes to political balance shown in Appendix 2.

131. APPOINTMENTS TO AREAS OF OUTSTANDING NATURAL BEAUTY PARTNERSHIP

Councillor Aaron Shotton, the Leader of Council, moved the names of the nominees referred to in the report with the Partnership Members being

Councillors Carolyn Thomas, Colin Legg and Paul Cunningham with Councillors Nancy Matthews and Nigel Steele-Mortimer being substitutes. This was duly seconded.

RESOLVED:

That the nominees for the Appointment to the Area of Outstanding Natural Beauty Partnership be Councillors Carolyn Thomas, Colin Legg and Paul Cunningham with substitutes being Nancy Matthews and Nigel Steele-Mortimer.

132. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

There was 2 members of the press present.

(The meeting started at 2.00 pm and ended at 5.00 pm)

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Chair

FLINTSHIRE COUNTY COUNCIL
12 MAY 2015

Minutes of the Annual Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday, 12 May 2015

PRESENT: Councillor Glenys Diskin (Chair)

Councillors: Alex Aldridge, Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Chris Bithell, Amanda Bragg, Helen Brown, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Adele Davies-Cooke, Alan Diskin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Carol Ellis, Jim Falshaw, Veronica Gay, Robin Guest, Ron Hampson, Cindy Hinds, Ray Hughes, Dennis Hutchinson, Hilary Isherwood, Joe Johnson, Christine Jones, Kevin Jones, Richard Jones, Colin Legg, Brian Lloyd, Richard Lloyd, Mike Lowe, David Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, 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, Sharon Williams, David Wisinger, Arnold Woolley and Matt Wright

APOLOGIES:

Councillors: Chris Dolphin, David Evans, Alison Halford, George Hardcastle, Rita Johnson, Phil Lightfoot, Billy Mullin and David Williams

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Organisational Change), Corporate Finance Manager, Member Engagement Manager and Team Manager – Committee Services

1. DECLARATIONS OF INTEREST

On Agenda Item 10 - Schedule of Member Remuneration, a personal interest would automatically be recorded for all Council Members present.

2. CHAIR'S REVIEW OF THE YEAR 2014/15

In opening the meeting, the Chair welcomed Councillor David Healey who had been elected as the local Member for the Caergwrle ward on 7 May.

The Chair said it had been a great honour to be appointed Chairman of the Council which had provided her with the opportunity to meet people from all walks of life, all of whom had been particularly kind and supportive whilst she was undergoing treatment for cancer. She had done her best to be a good ambassador for the County, particularly in the diverse and dynamic employment opportunities offered, most recently with the Deeside Enterprise Zone.

She commented on the range of opportunities she had been able to be a part of which included the North Wales Armed Forces Day, the White Ribbon

Campaign, the visit by Prince Charles to the Airbus factory and the exchange students that had visited County Hall, including children from Chernobyl.

She paid particular thanks to Reverend Marjorie Quinn who had been her Chaplain for the year and she expressed her gratitude to the Vice-Chair, Councillor Ray Hughes and his Consort for their support, together with that from the Chief Executive and senior officers. She also relayed her thanks to the Civic & Member Services team and the recently retired Arwel Jones for their excellent support throughout the year. In closing, she announced that she had raised £20,350 for her chosen charities, the British Heart Foundation and Prostate Cancer.

On behalf of their respective groups, Councillors Aaron Shotton, Neville Phillips, Mike Peers, Clive Carver and Tony Sharps all paid tribute to the enthusiasm and commitment of the Chair during the year, especially as the role was a demanding one which had been undertaken with determination, particularly during a personally difficult year when she had been unwell.

3. **ELECTION OF CHAIRMAN OF THE COUNCIL FOR THE MUNICIPAL YEAR 2015/16, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

It was proposed by Councillor Aaron Shotton and seconded by Councillor Bernie Attridge that Councillor Ray Hughes be elected Chair of the Council for the municipal year 2015/16 and on being put to the vote, was carried.

RESOLVED:

That Councillor Ray Hughes be elected Chair of the Council for the municipal year 2015/16.

Councillor Hughes was invested with the Chain of Office by the retiring Chair and signed his Declaration of Acceptance of Office in the presence of the Chief Executive.

(From this point, Councillor Ray Hughes chaired the remainder of the meeting.)

The Chair then presented Councillor Glenys Diskin with her retiring Chair's Badge of Office and her Consort's retiring Badge of Office.

Councillors Aaron Shotton, Robin Guest, Clive Carver, Mike Peers and Tony Sharps congratulated Councillor Ray Hughes on his appointment and paid tribute to the out-going Chair for the inspirational manner in which she had carried out her role.

In responding, Councillor Ray Hughes thanked Members for electing him as Chair for the year ahead and paid tribute to the out-going Chair for the manner in which she and her Consort had acted as model ambassadors for the Council. He provided details of his chosen charities for the year, which were the Leeswood

branch of Nightingale Hospice, Clwyd Riding School for the Disabled and Guide Dogs for the Blind. He went on to thank his Consort, Mrs Gwenda Hughes and his Chaplain for the coming year, Reverend Trevor Pratt.

On behalf of the officers, the Chief Executive congratulated the Chair and thanked the out-going Chair, Vice-Chair and their Consorts.

4. **ELECTION OF VICE-CHAIRMAN OF THE COUNCIL FOR THE MUNICIPAL YEAR 2015/16, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

It was proposed by Councillor Aaron Shotton and seconded by Councillor Bernie Attridge that Councillor Peter Curtis be appointed Vice-Chair for the municipal year 2015/16 and on being put to the vote, was carried.

RESOLVED:

That Councillor Peter Curtis be appointed as Vice-Chair of the Council for the municipal year 2015/16.

Councillor Curtis was invested with the Chain of Office by the Chair and signed his Declaration of Acceptance of Office in the presence of the Chief Executive.

The Vice-Chair thanked Members for electing him as Vice-Chair for the year ahead for which he felt honoured. He offered his congratulations to the Chair and his Consort and offered his support whenever needed.

5. **APPOINTMENT OF LEADER OF THE COUNTY COUNCIL**

It was proposed by Councillor Alex Aldridge and seconded by Councillor Tony Sharps that Councillor Aaron Shotton be appointed Leader of the Council for the municipal year 2015/16 and on being put to the vote, it was carried.

In support of his proposal, Councillor Aldridge praised Councillor Shotton for his work over the previous year as Leader of the Council where he was held in high regard. He commented on the significant challenges ahead including financial and the shaping of local government for the future, both of which required a Member at the highest level to represent Flintshire.

In response, Councillor Aaron Shotton thanked everybody for their support over the past year, he said that the Council faced enormous budget challenges and he was pleased to lead the Council during this time. He added that he would continue to campaign for fiscal devolution to Councils in Wales. In closing, he said he was committed to protecting the most vulnerable people in the county alongside Flintshire remaining an ambitious Council.

RESOLVED:

That Councillor Aaron Shotton be appointed Leader of the Council for the municipal year 2015/16.

6. APPOINTMENT OF THE CABINET BY THE LEADER

The Leader of the Council, Councillor Aaron Shotton, reported on his choice of Councillors to serve on the Cabinet which was to remain unchanged from the previous year.

RESOLVED:

That the choice of Councillors to serve on the Cabinet and their portfolios detailed below, be noted.

<u>Cabinet</u>	<u>Portfolio</u>
Aaron Shotton	Leader of the Council & Cabinet Member for Finance
Bernie Attridge	Deputy Leader of the Council & Cabinet Member for Environment
Chris Bithell	Cabinet Member for Education
Helen Brown	Cabinet Member for Housing
Derek Butler	Cabinet Member for Economic Development
Christine Jones	Cabinet Member for Social Services
Kevin Jones	Cabinet Member for Waste Strategy, Public Protection & Leisure
Billy Mullin	Cabinet Member for Corporate Management

7. OVERVIEW AND SCRUTINY STRUCTURE

The Chief Officer (Governance) introduced the report and explained that at the Annual Meeting the previous year it had been resolved that there was a need for a review of the Council's Overview and Scrutiny Committees.

A politically balanced working group had been established and had met on 4 March and identified a preferred model for which terms of reference were then prepared by officers. A report was then submitted to the Constitution Committee on 15 April which outlined the preferred model and the draft terms of reference for each Committee.

Councillor Robin Guest, as Chair of the Constitution Committee, formally moved approval of the recommendation, which was seconded by Councillor Neville Phillips. Councillor Guest said the proposed structure had been supported

unanimously at the Constitution Committee and he thanked the working group and officers for the work undertaken.

Councillor Aaron Shotton said the new Organisational Change Overview and Scrutiny Committee would be a critical Committee due to the challenges faced by the Council and suggested that when nominations were considered by political groups for membership of this Committee, that the Members selected had an interest in change, efficiency and modernisation.

RESOLVED:

- (a) That the Overview and Scrutiny Committee structure shown in Appendix 1 be adopted with immediate effect; and
- (b) That the terms of reference shown in Appendix 2 be approved.

8. CONSTITUTIONAL MATTERS: COMMITTEES AND OUTSIDE BODIES

The Chief Officer (Governance) introduced the report which dealt with matters requiring decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii) – (xiv). Those matters were set out in separate sections of the report.

(A) Appointment of Committees

The Chief Officer (Governance) explained the requirement within Council Procedure Rules for certain committees to be appointed at the Annual Meeting, which were:

- Audit
- Clwyd Pension Fund
- Constitution
- Democratic Services
- Licensing
- Planning and Development
- Standards

In addition, there were six Overview and Scrutiny Committees.

Councillor Tony Sharps moved approval that the County Council confirm the appointment of the Committees as outlined in the report. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the County Council confirm the appointment of the Committees as outlined in section 2 of the report and above.

(B) Determination of the size of Committees

The Chief Officer (Governance) reported that the Annual Meeting must decide upon the size of each of the Committees it had appointed. The Constitution made provision for the size of the Committees which were:

Audit Committee	7
Constitution Committee	21
Democratic Services Committee	21
Licensing Committee	12
Each Overview and Scrutiny Committee	15
Pensions Committee * (in addition to the places listed there are 4 places for co-optees)	5
Planning & Development Control Committee	21

Councillor Aaron Shotton moved approval that the County Council confirm the size of the Committees as detailed above which was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the County Council confirm the size of the Committees as outlined above and in section 3.01 of the report.

(C) Terms of Reference of Committees and Pension Delegations

The Chief Officer (Governance) reported that the Annual Meeting was required to decide the Terms of Reference of the Committees that it had appointed and that these were set out in Part 2 of the Constitution. The terms of reference for the Overview and Scrutiny Committees, considered earlier in the meeting as part of the Overview and Committee Structure item, would take immediate effect and be incorporated into the Constitution.

Councillor Aaron Shotton moved approval that the County Council confirm the current Terms of Reference of the Committees This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the terms of reference for each Committee in Part 2 of the Constitution, including the terms of reference for the new Overview and Scrutiny Committees, be approved.

(D) Political Balance

The Democracy and Governance Manager reported that at, or as soon as practicable after the Annual Meeting, Members were required to decide the allocation of seats to political groups in accordance with the Political Balance Rules contained in the Local Government & Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 as amended.

It was a statutory requirement that Committee seats should be allocated to political groups in so far as practicable in the same proportion as those groups had to the total membership of the County Council. The agenda for the Annual Meeting was despatched before the by election in the Caergwrle Ward which had taken place on 7 May and following that by election, a recommended allocation of seats, shown as Appendix 1, and political balance for each Committee, shown as Appendix 2, were circulated.

He explained that the largest group, Labour, needed to have the majority on one of the Committees based on the allocation rules and it was proposed that this be on the Social and Health Overview and Scrutiny Committee. It could however be on any Committee.

Councillor Aaron Shotton proposed that the County Council confirm the allocation of seats and political balance as outlined in Appendices 1 and 2. This was seconded by Councillor Bernie Attridge.

Councillor Carver said that the number of seats allocated to the Conservative group had reduced over time despite the size of their group not changing. The Chief Officer (Governance) explained that each time the allocation was calculated it was done on a proportionate basis so if the Council had not been at its full complement when the political balance was considered, the Conservative group would have had a higher proportion of Members. Now that the Council had its full complement of 70 Members the Conservative group represented a smaller proportion of the Council as a whole.

Councillor Tim Newhouse proposed an amendment to Appendix 2 so that the Conservatives had two places on Environment Overview and Scrutiny Committee with the New Independents reducing to one place, and the New Independents had two places on Organisational Change Overview and Scrutiny Committee with the Conservatives reducing to one place. This was seconded by Councillor Clive Carver.

A vote was taken on the amendment and was lost.

Following a number of concerns expressed on the lack of time Members had to consider the proposals, the Chair adjourned the meeting for 15 minutes to allow political groups to consider Appendices 1 and 2 which had been circulated at the start of the meeting.

On returning to the meeting, a vote was taken on the substantive motion and this was carried.

RESOLVED:

That the allocation of seats and political balance for each Committee be agreed as Appendices 1 and 2 respectively.

(E) Appointment of Chairs of Standing Committees

The Chief Officer (Governance) reported that Committee Chairs were appointed by different bodies with some being subject to restrictions. A table in the report provided details of which body was to appoint which Chair.

For the Committees that the County Council was responsible for appointing the Chair, Councillor Aaron Shotton moved the following, which was seconded by Councillor Bernie Attridge and on being put to the vote, was carried:

- Clwyd Pension Fund Committee - Councillor Alan Diskin
- Constitution Committee - Councillor Robin Guest
- Democratic Services Committee - Councillor Robin Guest
- Licensing Committee - Councillor Tony Sharps
- Planning & Development Control Committee - Councillor David Wisinger

It was reported that the Chairs of Overview & Scrutiny committees were chosen by the political groups and were dependent on the strength of the various groups and which groups had seats on the Cabinet. Following the by election, it was proposed that the Labour and Independent Groups had three Overview and Scrutiny chairs with the other three between the remaining largest political groups which were Independent Alliance, Conservative and New Independents.

Councillor Aaron Shotton moved the following, which was seconded by Councillor Bernie Attridge:

Overview & Scrutiny Committee	Group to Choose Chair
Community and Enterprise	Labour/Independent
Education and Youth	Labour/Independent
Social and Health	Labour/Independent
Organisational Change	New Independents
Environment	Independent Alliance
Corporate Resources	Conservative

Councillor Aaron Shotton then provided names of the following Members to be appointed as Chairs which was seconded by Councillor Bernie Attridge:

Community and Enterprise Overview & Scrutiny Committee
Councillor Ron Hampson

Education and Youth Overview & Scrutiny Committee
Councillor Ian Roberts

Social & Healthcare Overview & Scrutiny Committee
Councillor Carol Ellis

Councillor Mike Peers moved an amendment that the Organisational Change Overview and Scrutiny Chair be allocated to the Independent Alliance group with the Environment Overview and Scrutiny Chair being allocated to the New Independents group which was seconded by Councillor Gareth Roberts.

On being put to the vote the amendment was lost.

A vote was taken on the substantive motion which was carried.

RESOLVED:

- (a) That the following Members be appointed Chair of the Standing Committees as indicated below:-

Constitution Committee - Councillor Robin Guest
Clwyd Pension Fund Committee - Councillor Alan Diskin
Democratic Services Committee - Councillor Robin Guest
Licensing Committee - Councillor Tony Sharps
Planning & Development Control Committee - Councillor David Wisinger

- (b) That the Chairs of the Overview & Scrutiny Committees be allocated to the following groups:

Community and Enterprise	Labour/Independent
Education and Youth	Labour/Independent
Social and Health	Labour/Independent
Organisational Change	New Independents
Environment	Independent Alliance
Corporate Resources	Conservative

(F) Local Choice Functions

The Chief Officer (Governance) reported that the Council was required to agree such parts of the Scheme of Delegation relating to those local choice functions which could be decided either by the Council or the Cabinet and/ or delegated to officers.

Councillor Aaron Shotton proposed that the existing table of Local Choice Functions included in Part 3, Section A, Table 3 of the Constitution, be confirmed. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the existing Local Choice Issues be confirmed.

(G) Nominations to Internal Bodies

The Chief Officer (Governance) reported that the existing Scheme of Delegation provided for an Appointments Committee for first and second tier officers comprising of seven Members. This was not a Standing Committee and was convened when required by seeking nominations from Group Leaders. Previously it had been usual for Committee Members to be politically balanced including the relevant Cabinet Member. The Council had previously agreed that

the Chair or Vice Chair of the relevant Overview & Scrutiny Committee be one of the Members of the Committee. It was recommended that the Council continue the previous practice.

Councillor Aaron Shotton proposed that the previous practice should continue. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the appointment of an Appointments Committee, as detailed in section 8.01 of the report, be agreed.

(H) Nominations to Outside Bodies

The Chief Officer (Governance) explained that the list of outside bodies to which the Council made appointments, and the current appointments, was appended to the report. The Council was recommended to delegate to the Chief Executive, in consultation with Group Leaders and non-aligned Members, any changes to the appointments to these bodies.

Councillor Aaron Shotton moved approval that the appointment of outside bodies be delegated to the Chief Executive, in consultation with Group Leaders and non-aligned Members. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the appointment of outside bodies be delegated to the Chief Executive in consultation with Group Leaders and non-aligned Members.

(I) Standards Committee

The Chief Officer (Governance) explained that the Standards Committee included five independent members, a Community Council member and three County Councillors (not to be the Leader of Cabinet Members). The three County Council Members were appointed at the last Annual Meeting for a period of four years.

RESOLVED:

That the three County Councillors on the Standards Committee be noted.

9. SCHEDULE OF MEMBER REMUNERATION

The Chief Officer (Governance) presented the report to seek approval of the Council's proposed Schedule of Member Remuneration for 2015/16.

The Independent Remuneration Panel for Wales (IRPW) had decided that for 2015/16 there should be no changes to any of the amounts paid, with the basic

allowance payable to all elected Members remaining at £13,300 p.a. Appendix 1 to the report provided details of the amounts payable to those Members who had additional responsibilities resulting from posts they held.

On payments to the Civic Head and Deputy the IRPW gave local choice to Councils as to which of the three bands outlined in the report it wished to apply.

A proforma had recently been issued by the IRPW for use when drafting schedules of Member remuneration and although not mandatory, Councils were encouraged to use the proforma to suit the authority's particular circumstances. It was recommended that the Council approve the existing format of the schedule of Member remuneration, amending the year to which it related, with a report being submitted to the Democratic Services Committee in July on the IRPW's suggested proforma adapted to suit Flintshire's particular circumstances.

Councillor Aaron Shotton proposed that the Chair and Vice-Chair of the Council receive the payments in band (b). He also moved that the schedule of Member remuneration shown in Appendix 2 be updated to apply to 2015/16, and that further reports be submitted to Democratic Services Committee in relation to the details provided in paragraphs 3.03 and 3.04 of the report. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

- (a) That band (b) be the agreed payment to the Council Chair and Vice-Chair;
- (b) That the schedule of Member remuneration shown in Appendix 2 be updated to apply to 2015/16; and
- (c) That further reports be submitted to Democratic Services Committee in relation to the details provided in paragraphs 3.03 and 3.04 of the report.

10. NEW MODEL CONSTITUTION

The Chief Officer (Governance) presented the new model Constitution which was considered at the Constitution Committee on 15 April 2015.

A copy of the new model Constitution had been placed in Members' Services and if approved, would be made available on the Infonet and website.

Councillor Robin Guest, as Chair of the Constitution Committee, moved approval of the new model Constitution which was seconded. He thanked the working group and officers for their work on this.

11. COUNTY COUNCIL DIARY OF MEETINGS 2015/16

The Chief Executive presented the draft Diary of Meetings for 2015/16 which included the newly named Overview and Scrutiny Committee meetings.

Councillor Bernie Attridge moved approval of the draft Diary of Meetings 2015/16 which was seconded by Councillor Chris Bithell.

Councillor Neville Phillips said that the meeting of County Council scheduled for 12 July would clash with the 160th Buckley Jubilee so it was agreed that the meeting be removed from the draft dairy.

RESOLVED:

That, subject to the meeting of Flintshire County Council on 12 July being removed, the draft Diary of Meetings for 2015/16 be approved.

12. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and 16 members of the public present.

(The meeting started at 11.00am and ended at 12.57pm)

.....
Chair

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **TUESDAY, 23 JUNE 2015**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **IMPROVEMENT PLAN 2015/16**

1.00 PURPOSE OF REPORT

1.01 To adopt the Improvement Plan 2015/16 for final publication.

2.00 BACKGROUND

2.01 It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.

2.02 Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.

2.03 The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.

2.04 The WAO in its Corporate Assessment report of March 2015 said that *“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”*.

In addition the report commented on: *“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement Objectives.”*

The format and content of the Plan was also commented upon: *“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”*

3.00 CONSIDERATIONS

3.01 For 2015/16 a review of the current priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2015/16 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. review of Social Services Transition Service or merger of Flintshire and Denbighshire Procurement Units;
- priorities which could be broadened e.g. Business Sector Growth in Deeside to become Business Sector Growth;
- priorities which could be merged e.g. Road Safety with Transport Infrastructure and Services;
- emerging priorities for 2015/16 e.g. Enabling Resilient Communities.

Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.

3.02 For each sub-priority which continues to be high profile for 2015/16 there has been a review based on: -

- the reasoning for the priority status;
- what we will do and how we will measure achievement; and
- the risks that will need to be managed.

3.03 The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the ‘public’ version of our statements of intent around the 8 priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2). This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.

Appendix 1 is the core content of the 8 priorities; the final document will have more contextual information plus information that is required to be in the Plan as part of the Measure.

3.04 The working draft documents were considered by Members attending a workshop on 29 May alongside the proposed targets and classifications for the statutory national performance indicators.

Further consideration of the content and targets was undertaken by Members at the Corporate Resources Overview & Scrutiny Committee 11 June. Appendix 3 describes the key issues raised by Members along with responses.

- 3.05 The final Improvement Plan will be available as a web-based document published on the website.

4.00 RECOMMENDATIONS

- 4.01 Members to adopt the Improvement Plan 2015/16.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Council's Medium Term Financial Plan is aligned to resource these priorities.

6.00 ANTI POVERTY IMPACT

- 6.01 Poverty is a specific priority within the Improvement Plan 2015/16.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Environment is a specific priority within the Improvement Plan 2015/16.

8.00 EQUALITIES IMPACT

- 8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Any personnel implications will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

- 10.01 Feedback on the Improvement Plan is invited to assist with both contributing to our priorities and further improvement in presentation and format. This feedback is encouraged from the public, workforce, our key partners and businesses. Any changes to the plan during the year will be presented to Members.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The Chief Officers and senior officers have contributed and helped shape the Improvement Plan 2015/16. In addition the Wales Audit Office has been informally consulted.

11.02 Members were invited to comment on the Plan and its contents alongside the proposed targets and classifications for statutory national performance indicators at a workshop on 29 May and at the meeting of the Corporate Resources Overview and Scrutiny Committee 11 June.

12.00 APPENDICES

12.01 Appendix 1: Final draft of Improvement Plan 2015/16

Appendix 2: Improvement Plan 2015/16 “How we measure our achievements” supporting document

Appendix 3: Summary feedback and responses from Member consultation

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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**Draft 2015/16 Improvement Plan
(Final Draft)**

DRAFT

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Page numbers to be confirmed once document has been through Design

Welcome to Flintshire County Council's Improvement Plan for 2015/16

The latest version of our Improvement Plan sets out our priorities for the 2015/16 Council year and what we aim to achieve. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We are performing well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set three shared priorities with our partners at a County level, and eight priorities for the Council itself. The Council's framework of eight priorities has been in place for several years and will be familiar.¹ Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable.

The plan sets out the Council's eight priorities and all the detailed sub-priorities for action, where we will make a bigger impact this year, page by page. An explanation for the choice of each one is given.

For 2015/16 the priorities and sub-priorities have been reviewed to set:

- those that will continue into 2015/16 for sustained attention;
- those that can now be removed as further work is part of our day to day business e.g. Achieve the Wales Quality Housing Standard;
- those which could be merged e.g. Traffic and Road Management with Transport Infrastructure and Services; and
- emerging sub-priorities for e.g. Safeguarding and Developing Communities.

Over the five year life of the Council, 2015/16 being the fourth year, the full set of priorities will adapt, and the annual set of priorities selected for special attention will change according to need and circumstance.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.

Insert pictures of Chief Exec and Leader

¹ Our priorities reflect the requirements of the Local Government (Wales) Measure 2009 to include the improvement aspects of: strategic effectiveness; service quality; service availability; fairness; sustainability; efficiency; and innovation.

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Local Service Board (LSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a **(insert shaking hands symbol)** symbol (see diagram overleaf) denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. The sub-priorities are:

- Apprenticeships and Training
- Community Safety
- Integrated Community Social and Health Services

Partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service and Welsh Government

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Improvement Priorities.

In setting our Improvement Priorities we have to take a number of things into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc.).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document 'How we measure achievement'.

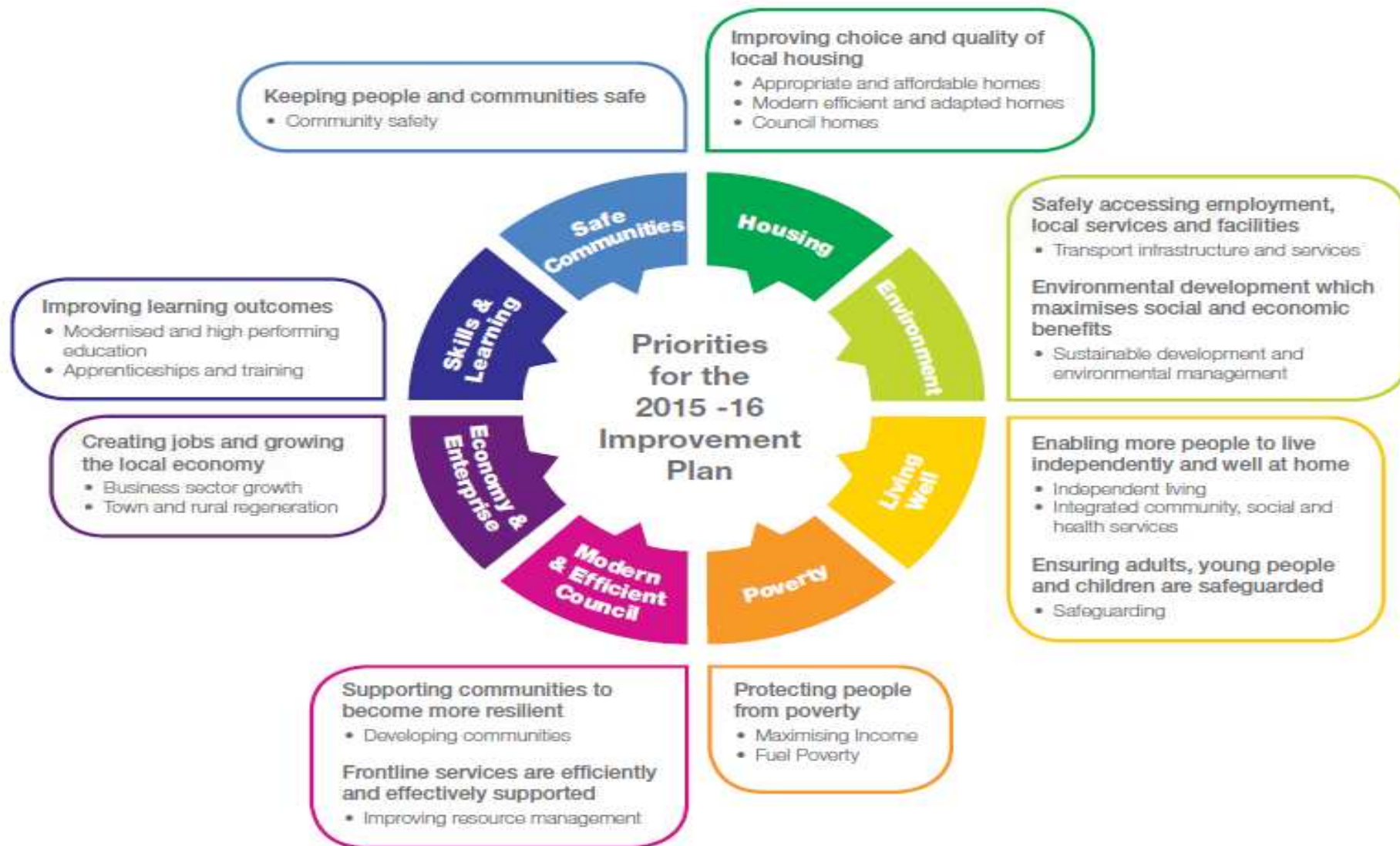
Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2015/16
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next years published Annual Performance Report for 2015/16.

Priorities for the 2015/16 Improvement Plan (Diagram requires some minor amends to reflect the updated sub-priority titles and impacts. Shaking hands symbols also to be inserted).



Following the Plan – An Easy Guide

The previous page sets out the Council's eight standing priorities and the sub-priorities which support them, where we aim to make a big impact in 2015/16.

Each standing priority is illustrated with a different colour. For example, **Skills and Learning** is dark blue and **Housing** is green. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2015/16 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page 4, you will see the priority for **Poverty**. This has a single impact:-

- **Protecting people from poverty**

This impact has two sub-priorities selected for attention in 2015/16. The reason for selection is explained on their dedicated pages (pages 22 and 24):-

- **Maximising Income**
- **Fuel Poverty**

What's changed for 2015/16?

We recognise that when reading the Plan from one year to the next it can be difficult to see why some priorities have not been carried forward. For this reason we have included a table overleaf to summarise why priorities have not been carried forward. In most cases this is because they are now considered to be 'business as usual'.

For example, the 2014/15 Plan included a sub-priority about achieving the Wales Housing Quality Standard (WHQS) which focused on three key activities that needed to be completed in order that operational works to meet the WHQS by 2020 could begin. Their successful completion means that we are now progressing with our detailed business plan for this programme. However, the work of the programme is still evident in the 2015/16 Plan as it supports other sub-priorities, including:

- Modern, Efficient and Adapted Homes (page 10)
- Business Sector Growth (page 15)
- Apprenticeships and Training (page 17)

2014/15 Sub-Priorities	Why has this sub-priority not been carried forward into the 2015/16 Plan
Extra Care Housing	The development of the extra care facilities in Flint and Holywell now feature as part of a wider sub-priority about the supply of appropriate and affordable homes (page 9). The key activities for 2014/15 concerning the agreement of the business model and funding arrangements were successfully completed.
Achieve the Wales Housing Quality Standard	The key activities for 2014/15 were successfully completed and operational works can commence to deliver the detailed business plan for the programme. The WHQS programme features in the 2015/16 Plan as a supporting activity for 3 sub-priorities as referred to above.
Social Enterprise	The activities undertaken by the Council to support the development of social enterprises is now well established and supports the sub-priority 'Developing Communities' (page 28).
Traffic and Road Management	A key activity for 2014/15 was the completion of the first phase of 20mph zones outside schools which was successfully completed. The remaining activities (implementation of road safety schemes and maintenance of road infrastructure) are on-going activities which support the sub-priority 'Transport Infrastructure and Services' (page 25)
Welfare Reform	The activities being undertaken to support people to manage the impacts of Welfare Reform continue. Work in this area now supports the broader sub-priority 'Maximising Income' (page 22).
Carbon Control and Reduction	The activities being undertaken to reduce and control our carbon emissions continue and now support the wider sub-priority 'Sustainable Development and Environmental Management' (page 27).
Organisational Change	These are all on-going areas of activity which have been pulled together under a single sub-priority 'Improving Resource Management' (page 30) which seeks to ensure that front line services are efficiently and effectively supported.
Financial Strategy	
People Change & Development	
Asset Strategy	
Procurement Strategy	
Access to Council Services	

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The latest report from the Wales Audit Office was the Corporate Assessment report of March 2015 (link to Corporate Assessment Report). It stated that *“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”*.

In addition the report commented on: *“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement Objectives.”*

The format and content of the Plan was also commented upon: *“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”*

Our Annual Performance Report 2014/15 will contain more detailed findings of the work of our Auditors/Regulators along with our responses.

How Consultation Informs our Plan

The priorities set for the Improvement Plan were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no one intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at a workshop to which all elected members were invited. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations.

Sub-priority Navigation Page

Pages	Priority	Sub-Priority	Impact	Corresponding page numbers in the 'How we measure achievement' supporting document
9	Housing	Appropriate and Affordable Homes	Improving the choice and quality of local housing	2 & 3
10		Modern, Efficient and Adapted Homes		4 & 5
11&12	Living Well	Independent Living	Enabling more people to live independently and well at home	6 & 7
13		Integrated Community Social and Health Services		8 & 9
14		Safeguarding		Ensuring adults, young people and children are safeguarded
15	Economy & Enterprise	Business Sector Growth	Creating jobs and growing the local economy	11 & 12
16		Town and Rural Regeneration		13 - 15
17&18	Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes	16 - 17
19&20		Modernised and High Performing Education		18 - 20
21	Safe Communities	Community Safety	Keeping people and communities safe	21 & 22
22	Poverty	Maximising Income	Protecting people from poverty	23 - 25
24		Fuel Poverty		26 - 27
25	Environment	Transport Infrastructure and Services	Helping people to access employment, local services and facilities	28 - 30
27		Sustainable Development and Environmental Management	Developing and protecting the environment	31 & 32
28	Modern and Efficient Council	Developing Communities	Supporting communities to be resilient	33 - 35
30		Improving Resource Management	Supporting front line services to perform well whilst being efficient	36 - 38

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

This is a priority this year because we need to:

- Prevent homelessness.
- Support the diverse housing and accommodation needs of the local population.
- Build on the success of existing extra care schemes in meeting changing needs and expectations.

What we will do in 2015/16:

1. Meet the new homeless prevention duties of the Wales Housing Act 2014.

Achievement will be measured through:

- Working more closely with the private rented sector:
 - The number of households where homelessness is prevented by the use of the private rented sector
 - The number of households where the Council has discharged its full statutory duty into private rented accommodation
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (HHA/013)

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Increasing the numbers of gifted new homes using the community infrastructure levy
- Adopting a Flintshire House Standard Design Specification for new build council led housing

3. Meet the duties of the Wales Housing Act 2014 for the traveller community.

Achievement will be measured through:

- Completing a Gypsy / Traveller accommodation assessment

4. Develop our extra care provision to provide units in Flint and Holywell.

Achievement will be measured through:

- Agree the design and delivery model for both schemes
- Securing full planning approval for both sites
- Commencing the building of both schemes

Risks to manage:

- Homelessness will remain a growing area of demand due to the current economic climate.
- Demand and aspirations for independent living will not be met.
- The supply of affordable housing will continue to be insufficient to meet community need.
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.

What we mean by:

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years.

Community Infrastructure Levy - a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area.

Extra Care – providing self-contained homes for people with varying levels of care and support needs on site.

Gypsy / Traveller Community – people with a cultural tradition of nomadism or who choose to live in a caravan.

Priority	Sub-Priority	Outcome / Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

This is a priority this year because we need to:

- Provide good quality housing for residents and maximise funding opportunities to improve homes.
- Reduce the number of empty properties in Flintshire.
- Meet Welsh Government's target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

What we will do in 2015/16:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants (PSR/009a&b)

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes.

Achievement will be measured through:

- Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Risks to manage:

- The increased work programme to deliver the WHQS will not be met due to the scale of the programme.
- Council funding for adaptations and home loans will not be sufficient to meet demand.
- Financial assistance available to repair residents' homes is not taken up by residents.

What we mean by:

WHQS - Welsh Government's physical quality standard for modern social housing.

Home Improvement Loan – a national loan scheme delivered by Local Authorities, that enables short to medium term loans to be provided to owners of sub-standard properties who meet the affordability criteria.

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

Houses into Homes Scheme – A Welsh Government scheme to provide loans to bring empty houses or commercial buildings back into use as homes for sale or rent.

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Help people to live independently as they get older.
- Meet the challenges of dementia.
- Develop a model of support for persons with a disability which encourages independent living.
- Support whole families to live independently.

What we will do in 2015/16:

1. Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:

- Delivering the key Local Authority actions from the plan developed in response to the Older People's Commissioner's report on care home provision including:
 - Implementing the 'One Page Profile' in residential care settings
 - Delivering the dementia awareness training programme to all care homes
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern 'Listening Voices'
- Improving the quality of care through implementing pre-placement agreements for all care homes

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through:

- Continuing the success rate of reablement (SCAM2L)
- Piloting a night support service and evaluate
- Establishing a baseline for the people offered advice and support through the single point of access

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families.

Achievements will be measured through:

- Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
- Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

Risks to manage:

- Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.
- The quality of care home services will not meet required standards.
- Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.

What we mean by:

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.

Older Peoples Commissioner - an independent voice and champion for older people across Wales.

One Page Profile - document stating how each residents would like to be cared for.

Listening Voices - pilot project aimed at improving social interaction for care home residents.

Family Information Service - provides free and impartial expert advice, information and guidance on childcare and early education places.

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

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future.
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers.

What we will do in 2015/16:

1. Continue integrating community based health and social care teams to provide consistent service across localities.

Achievements will be measured through:

- Continuing to support people effectively through the use step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge
- Increasing the number care homes in Flintshire who sign up to the Six Steps to Success which support high quality care for people at the end of their life
- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme

2. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through:

- Reviewing the Carer's Strategy to redefine the priorities for the next 5 years
- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to carers

3. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through:

- Reducing the rate of delayed transfers of care for social care reasons (SCA/001)
- Gaining commitment from BCUHB to the continued funding of current provision

Risks to manage:

- Common goals between the Council and BCUHB are not achieved.
- Increased costs to the Council are incurred through new ways of working with partners and other providers.
- The transfer of funding between the Council and BCUHB may not go smoothly.
- Reductions in future funding to the Council and BCUHB may impact on the sustainability of services.

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

This is a priority this year because we need to:

- Safeguard and protect vulnerable people.
- To safeguard and protect people who are at risk of child exploitation or being trafficked.
- Develop further awareness and profile of the Council's approach to safeguarding including the wider issues of prevention of human trafficking and child sexual exploitation.
- Prepare for the new / additional safeguarding requirements of the Social Services and Well Being (SSWB) Act.

What we will do in 2015/16:

1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.
2. Prepare for the new and additional safeguarding requirements of the SSWB Act.
3. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievements will be measured through:

- Managing the risks identified through adult protection referrals (SCA/019)
- Establishing a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County and encourage wider ownership of safeguarding across the authority
- Meeting child protection conference timescales (SCC/004)
- Completing child protection reviews on time (SCC/034)

Risks to manage:

- Safeguarding arrangements do not meet the requirements of the SSWB Act.
- Adults, young people and children are not sufficiently safeguarded.

What we mean by:

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.

Social Services and Well Being Act 2014 - An Act to reform social services law to make provision about improving well-being outcomes.

Adult at Risk – A person over the age of 18 who is (a) experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

SERAF – Sexual Exploitation Risk Assessment Framework

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy

This is a priority in year because we need to:

- Meet the employment needs of local people.
- Attract businesses to the area to support economic growth.
- Develop the energy and advanced manufacturing sectors in line with regional and national priorities.
- Grow the local economy creating opportunities for all sectors of our community.

What we will do in 2015/16:

1. Promote Flintshire as a recognised centre for energy and advanced manufacturing.

Achievement will be measured through:

- Converting enquiries to investment within Flintshire

2. Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.

Achievement will be measured through:

- Creating and safeguarding jobs within Flintshire
- Creating jobs within Flintshire through our large scales capital programmes (WHQS and SHARP)

3. Improve the local broadband infrastructure to encourage investment in economic growth.

Achievement will be measured through: -

- Rolling out superfast broadband across Flintshire in line with the Welsh Government programme of works for 2015/16

Risks to manage:

- Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.
- Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.

What we mean by:

Enterprise Zone – a Welsh Government initiative to stimulate growth and support business in designated areas.

WHQS – Welsh Housing Quality Standard - Welsh Government's physical quality standard for modern social housing

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years

Superfast Broadband - download speeds in excess of 24 Megabytes per second (Mbps)

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Creating jobs and growing the local economy

This is a priority in year because we need to:

- Protect the commercial and business viability of our town centres and rural areas.
- Protect the vitality of town centres as centres for economic activity and social contact.
- Support the local and regional economy through the provision of sustainable infrastructure.
- Develop the visitor economy to maximise benefit to the County.

What we will do in 2015/16:

1. Deliver an integrated programme of regeneration for Deeside.

Achievement will be measured through:

- Implementing the key actions of the Vibrant and Viable Places programme, including:
 - i) redeveloping vacant sites and properties
 - ii) providing grant assistance to high street businesses
 - iii) providing skills and training opportunities
- Developing an over-arching regeneration strategy for Deeside

2. Develop and implement long-term regeneration plans for Town Centres.

Achievement will be measured through:

- Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
- Progressing the Flint regeneration programme through:
 - i) the completion of the maisonette demolition;
 - ii) the successful appointment of a lead contractor for their replacement; and
 - iii) the completion of the St. Mary's Church square improvements.
- Monitoring trends in ground floor commercial vacancy rates

3. Increase the economic benefits to Flintshire of visitors coming into the County.

Achievement will be measured through:

- Developing new electronic promotion and communication tools e.g. website
- Using alternative methods of distribution for promotional materials
- Monitoring the value and volume of tourism expenditure in Flintshire

Risks to manage:

- Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.
- Opportunities to access funding to invest in the promotion of tourism are not maximised.
- External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.

What we mean by:

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.

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to:

- Extend and improve the education, employment and training opportunities available for people.
- Improve the employment prospects of local people to meet the needs of local employers.
- Help young people take the step from education to employment.
- Reduce barriers to engagement, ensure equality of access and participation opportunities for all children and young people.

What we will do in 2015/16

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP).
2. Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
4. Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.
5. Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievement will be measured through

- Increasing the numbers of training and apprenticeship opportunities started as a result of the WHQS and SHARP contracts.
- Improving the local skills base to improve employability and earning prospects through improved qualifications.
- Increasing the numbers of learners achieving the Level 1 Threshold
- Securing high levels of 16 year olds in education, employment and training
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners

Risks to manage

- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.
- Training places will not match current and future employer aspirations and needs.

What we mean by:

Common Application Process (CAP) – online application process, supporting the introduction and roll out of the new Youth Guarantee.

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.

Construction and Retail Academies – deliver construction and retail training to meet the current needs of the labour market.

Youth Engagement and Progression Framework – This framework aims to reduce the number of young people not in education, employment or training (NEET)

Youth Justice Service – aims to prevent children and young people under 18 from offending or re-offending.

Level 1 Threshold – 16 year old learners achieve five or more A*-G grades at GCSE or equivalent.

WHQS – Welsh Housing Quality Standard - Welsh Government's physical quality standard for modern social housing

SHARP – Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to

- Achieve the best educational outcomes for children and young people who are at risk of child exploitation or being trafficked.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Respond to national reforms to curriculum and assessment models.
- Work effectively with partners across the region to successfully implement the National Model for Regional Working.
- Make more efficient use of education resources through School Modernisation.

What we will do in 2015/16

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

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - share best teaching practice and resources across schools and the region;
 - identify and target support for those schools most in need;
 - develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - improve skills in literacy and numeracy.
2. Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.

Achievement will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3 (includes EDU/003 & EDU/004)
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold (EDU/017)
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to
- Completing key milestones for the 21st Century School and School Modernisation programmes

Risks to manage

- Schools do not receive and/or make best use of the support they need from the Council and GwE.
- Numbers of school places will not be sufficient to meet the future demands of changing demographics.
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets will be further reduced to meet new pressures on the Education and Youth budgets.

What we mean by:

Families First Programme – a sub-regional programme providing multi-agency systems and support, focusing on prevention and early intervention, particularly for those living in poverty.

Youth Justice Service – aims to prevent children and young people under 18 from offending or re-offending.

Core Subject Indicator – learners achieve the expected level in Mathematics, English or Welsh 1st language and Science

Level 2 Inclusive Threshold – 16 year old learners achieve five or more A*-C grades at GCSE including Mathematics and English/Welsh First Language

Capped Points Score – 16 year old learners are awarded points for each grade they achieve. The best eight subjects then make their Capped Points Score.

A*-A Threshold – 16 year old learners achieve five or more A* or A grades at GCSE

21st Century Schools – a national programme of funding to improve school buildings and environments

School Modernisation – the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

This is a priority this year because we need to

- Support victims of domestic abuse.
- Minimise the impact of substance misuse on the individuals, their families and communities in the County.
- Continue to manage anti-social behaviour and increase public confidence in how we do that.

What we will do in 2015/16:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Agreeing a delivery framework by the NWSCB
- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of anti-social behaviour in accordance with the Anti-social Behaviour Crime and Policing Act 2014
- Manage the impacts of substance misuse through improved service provision

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Formally agreeing a procedure to allow public space protection orders (PSPOs) to be granted
- Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Developing a new sustainable model of CCTV provision within Flintshire

Risks to Manage:

- New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities.
- Funding for the provision of CCTV with local partners will not be sustainable in the long term.

What we mean by:

Anti-social Behaviour (ASB) – behaviour likely to cause alarm, harassment or distress to members of the public not of the same household as the perpetrator.

Anti-social Behaviour Crime and Policing Act 2014 – introduces reforms to existing legislation by providing professionals and organisation with greater flexibility to deal with ASB situations.

PSPOs - provides councils with a flexible power to put into place local restrictions, to address various ASB issues in public places.

Substance Misuse – the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.

CCTV – to prevent and respond to crime and disorder.

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform.
- Help people claim the benefit they are entitled to.
- Help people manage their financial commitments.
- Reduce the risk of poverty for families, children and young people.

What we will do in 2015/16:

1. Help children, young people and families, in or at risk of poverty achieve their potential.
Achievements will be measured through:
 - Increasing the numbers of free quality, part-time childcare sessions provided for 2-3 year olds through the Flying Start Programme.
 - Increasing the numbers of parents receiving an enhanced Health service through the Flying Start Programme.
 - Increasing the numbers of parents accessing Parenting programmes
 - Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start)
2. Provide advice and support services to help people protect their income.
Achievement will be measured through:
 - Assisting Flintshire residents to maximise their income
 - Supporting Flintshire residents to claim additional benefits
 - Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
 - Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
 - Supporting Flintshire resident to better manage their financial commitments
 - Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances
3. Support the implementation of Universal Credit (UC) within Flintshire.
Achievement will be measured through
 - Assisting Universal Credit claimants referred for Personal Budgeting support
 - Assisting Universal Credit claimants assisted with on-line access
 - Processing enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs

Risks to manage

- Demand for advice and support services will not be met.
- Debt levels will rise if tenants are unable to afford to pay their rent.
- The local economy will suffer if residents have less income to spend.
- Resources to meet the requirements of the Universal Credit roll-out will not be sufficient.

What we mean by

- **Welfare Reform** - a range of measures introduced by Central Government to reform the Welfare Benefits system
- **Flying Start Programme** - A Welsh Government early years programme for families with children in key areas of Flintshire which aims to make a decisive difference to the life chances of children aged under 4.
- **Parenting programmes** - designed to improve parental effectiveness by providing a clear parenting philosophy and a set of positive parenting skills and strategies.

- **Universal Credit** – new benefit which replaces the current means tested benefit for working age claimants

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

This is a priority this year because we need to:

- Reduce the impact of welfare reform.
- Reduce the impact of rising fuel costs.
- Help meet the Welsh Housing Quality Standard for council stock.

What we will do in 2015/16:

1. Help residents to access funding support to improve the thermal efficiency of their homes.

Achievements will be measured through:

- The number of private homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for residents
- Reducing annual carbon emissions

2. Deliver energy efficiency measures to Council homes.

Achievements will be measured through:

- The number of Council homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for tenants in Council homes

3. Develop a best practice procurement solution for energy efficiency and renewable energy across Wales.

Achievements will be measured through:

- Creating and launching a national energy efficiency materials and supplier framework

Risks to manage:

- Residents do not take up the energy efficiency measures available as we hope.
- Available funding falls short of public demand.

What we mean by:

Funding support – access to grants or loans offered by the Council or delivered through partners.

Procurement solution – the establishment of a national framework agreement comprising energy efficiency retrofit suppliers and installers.

Renewable energy - Energy derived from natural processes (e.g. sunlight and wind) that are replenished at a faster rate than they are consumed.

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

This is a priority this year because we need to:

- Maintain accessibility to and between employment, homes, leisure, health and social activity.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.
- Facilitate economic growth.

What we will do in 2015/16:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund 2015/16
- Consulting on the draft Active Travel Network Maps
- Publicising the Active Travel Network Maps for designated settlements
- Promoting and developing “Active Travel Routes” through partnership working

2. Prioritise the Council’s road infrastructure for repairs and maintenance and implement network improvement programmes.

Achievement will be measured through:

- Monitoring the condition of the highway’s infrastructure (THS/012)
- Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network

3. Use available funding to support the Council’s priorities to improve road safety on the County’s highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government’s Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups

4. Develop and support community transport arrangements.

Achievement will be measured through:

- Reviewing the Council’s subsidised bus services
- Working with local communities to develop a Community Transport Strategy

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth is not found.
- Sustainable transport options do not remain attractive to users.
- Sufficient funding will not be found to continue to provide subsidised bus services.

What we mean by:

Infrastructure – Facilities, systems sites and networks that are necessary for the County to function.

“Active Travel” – Walking and cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport – Passenger transport schemes which are owned and operated by local community groups.

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Environmental development which maximises social and economic benefits

This is a priority in year because we need to:

- Balance the need for sustainable development with the protection of the natural environment.
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.
- Reduce the Council's energy costs.

What we will do in 2015/16:

1. Agree the Local Development Plan's vision, objectives and options to accommodate growth.
Achievement will be measured through:
 - Agreeing a revised timetable and delivery agreement with Welsh Government
 - Publicising the pre-deposit plan
2. Identify and develop large scale renewable energy schemes.
Achievement will be measured through:
 - Securing planning approval for four solar farms on Flintshire County Council land
 - Creating two solar farms on Flintshire County Council land
 - Reducing our carbon emissions (EEFLM1)
3. Minimise waste sent to landfill and maximise opportunities for energy generation from waste.
Achievement will be measured through:
 - Improving recycling performance (WMT/009b & WMT/011)
 - Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources
 - Securing planning approval for the introduction of a waste transfer station in Greenfield

Risks to manage:

- Agreement and funding for the renewable energy schemes is not secured.
- Funding for the waste transfer station is not secured.
- The necessary planning approvals are not secured.
- Recycling and energy efficiency programmes are not supported by the public and employees.

What we mean by:

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.

Energy Generation – generation of heat and electricity.

Biomass – biological material derived from living, or recently living organisms.

Waste Transfer Station – Facility to bulk and bale waste for onward transportation.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

This is a priority in year because we need to:

- Develop the community and social sectors to support local communities to be more self-sufficient.
- Create alternative delivery models within the community and social sector to sustain very important public services.
- Develop social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
- Realise social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
- Ensure our Armed Forces Community and their families are recognised for their commitment.

What we will do in 2015/16:

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper

2. Encourage volunteers and active citizens.

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

3. Ensure community benefit through our commissioning of goods and services.

Achievement will be measured through:

- Monitoring the percentage of community benefit clauses included in new procurement contracts.

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported.
- Monitoring the number of services sustained through delivery via alternative models.

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Risks to manage:

- The capacity and appetite of the community and social sectors.
- The willingness of the workforce and Trade Unions to embrace change.
- Market conditions which the new alternative delivery models face.
- Limitations on public funding to subsidise alternative models.

What we mean by:

Social Enterprise – businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs) – new approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT) – the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

This is a priority in year because we need to:

- Manage with reducing resources.
- Continue to aim high despite reduced financial and people resources.
- Make the best use of our capability and capacity in challenging times.
- Have the right buildings in the right places for the right uses.
- Make our money go further through smarter purchasing.
- Achieve the highest possible standards of customer services.

What we will do in 2015/16:

1. Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.
Achievement will be measured through:
 - Adopting an achievable plan to meet the £50m funding gap for 2015-2018
 - Matching our priorities with revenue and capital investment
 - Achieving our efficiency targets
 - Achieving our big plans for change which modernise services and generate efficiencies
2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.
Achievement will be measured through:
 - Monitoring the impact of the renewed appraisal system on performance
 - Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
 - Monitoring the impact of the People Strategy in service portfolios (CHR/002)
3. Rationalise the Council's use of corporate accommodation.
Achievement will be measured through:
 - Reducing the floor space and costs of occupied office accommodation
 - Increasing the number/percentage of employees who work in an agile way
4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.
Achievement will be measured through:
 - Making efficiencies through regional and national procurement collaborations
 - Reducing the cost of procurement through the use of end to end electronic purchasing
5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.
Achievement will be measured through:
 - Increasing the number of services available through the Connects Centres and the number of customers using them
 - Increasing usage of and positive customer feedback on our website

Risks to manage:

- The scale of the financial challenge.
- The capacity and capability of the organisation to implement necessary changes.
- The pace of procurement collaborations and our limited control over their development.
- Public attitude to accessing services on-line.

What we mean by:

Employee Development and Talent Management scheme – our scheme that seeks to encourage employee engagement, talent management, behaviour and competencies development, learning and skills development.

Procurement Collaborations – ways of purchasing 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.

Statement of Responsibility

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

Contacts for Feedback and Review

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Policy and Performance Team:

Tel: 01352 702744

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

This document is available in alternative formats or your own language on request.

FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2015/16

How achievement will be measured - Supporting milestones and measures

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

What we will do in 2015/16:

1. Meet the new homeless prevention duties of the Wales Housing Act 2014.

Achievement will be measured through:

- Working more closely with the private rented sector:
 - The number of households where homelessness is prevented by the use of the private rented sector
 - The number of households where the Council has discharged its full statutory duty into private rented accommodation
- Increasing the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	Baseline Data (2014/15)	2015/16 Target	2016/17 Aspirational Target
The number of households where homelessness is prevented by the use of the private rented sector	Chief Officer – Community and Enterprise	Not Applicable – New Measure	Baseline to be established	TBC once baseline established
The number of households where the Council has discharged its full statutory duty into private rented accommodation		Not Applicable – New Measure	Baseline to be established	TBC once baseline established
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months		85.17%	90%	90%

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Increasing the numbers of gifted new homes
- Adopting a Flintshire House Standard Design Specification for new build council led housing

Achievement Milestones for strategy and action plans:

- Introduction of the Community Infrastructure Levy by July 2015

<ul style="list-style-type: none"> ▪ Adoption of Flintshire House Standard Design Specification for new build Council led housing by December 2015 ▪ Receiving planning approval for the building of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by January 2016 ▪ Commence the construction of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by April 2016 				
Achievement Measures	Lead Officer	Baseline Data (2014/15)	2015/16 Target	2016/17 Aspirational Target
The number of gifted new homes realised through Community Infrastructure Levys between the Council, NEW Homes and the developers	Chief Officer – Community and Enterprise	Not Applicable – New Measure	9 properties	7 properties

3. Meet the duties of the Wales Housing Act 2014 for the traveller community.

Achievement will be measured through:

- Completing a Gypsy / Traveller accommodation assessment

Achievement Milestones for strategy and action plans:

- Completion of a Gypsy / Traveller accommodation assessment by March 2016

4. Develop our extra care provision to provide units in Flint and Holywell.

Achievement will be measured through:

- Agree the design and delivery model for both schemes
- Securing full planning approval for both sites
- Commencing the building of both schemes

Achievement Milestones for strategy and action plans:

- Agree the design and delivery model for both schemes by October 2015
- Securing full planning approval for both sites by October 2015
- Commence the building of both schemes by April 2017
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Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

What we will do in 2015/16:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	Chief Officer – Community and Enterprise	N/A – new measure	40 properties *	20 properties *
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.		619 days	316 days	223 days
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		322 days	247 days	204 days

**The 2015/16 target is set in acknowledgement of additional funding provided for this financial year, however the aspirational target is set acknowledging that funding levels will reduce for 2016/17.*

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

Achievement Measures	Lead	2014/15	2015/16 Target	2016/17
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	Officer	Baseline Data		Aspirational Target
The of empty homes brought back into use the Welsh Government Houses into Homes Scheme	Chief Officer – Community and Enterprise	TBC	38 units of accommodation	120 units of accommodation (cumulative)

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes.

Achievement will be measured through:

- o Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	966	632	Approximately 900
Capital Works Target – Kitchen Replacements		1023	790	Approximately 1050
Capital Works Target – Smoke Detectors		439	475	Approximately 500
Capital Works Target – Bathroom Replacements		127	1370	Approximately 1500
IPH3M1 - Capital Programme expenditure on improvement work streams (<i>Managing expenditure within or below budget to maximise available financial resources - Capital works budget</i>)		£12m	£21m	Approximately £20m

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

What we will do in 2015/16:

1. Ensure Care Home provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:

- Delivering the key Local Authority actions from the plan developed in response to the Older People's Commissioner's report on care home provision including:
 - Implementing the 'One Page Profile' in residential care settings
 - Delivering the dementia awareness training programme to all care homes
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern 'Listening Voices'
- Improving the quality of care through implementing pre-placement agreements for all care homes

Achievement Milestones for strategy and action plans:

- Delivering the dementia awareness training programme to all care homes by September 2015
- Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Voices' by March 2016
- Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Implementing the 'One Page Profile' in residential care settings	Chief Officer – Social Care	Not Applicable – New Measure	50% of Flintshire Care Homes	75% of Flintshire Care Homes
Care home inspection reports:				
Numbers of positive reports		TBC	Not Applicable – Management Information	
Numbers of negative reports		TBC	Not Applicable – Management Information	

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through

- Continuing the success rate of reablement
- Piloting a night support service and evaluate
- Establishing a baseline for the people offered advice and support through the single point of access

Achievement Milestones for strategy and action plans:

- Pilot a night support service and evaluate by December 2015
- Establishing a baseline for the people offered advice and support through the single point of access by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	Chief Officer – Social Care	77.8%	75 – 80%	80%

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families.

Achievements will be measured through:

- Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
- Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

Achievement Milestones for strategy and action plans:

- Review the operating arrangements supporting a new delivery model for Children's Services by October 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support.	Chief Officer – Social Services	97%	87% *	87 *

*Target set in line with the Welsh Government target; a minimum standard for Flintshire

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

What we will do in 2015/16:

1. Continue integrating community based health and social care teams to provide consistent service across localities.

Achievements will be measured through

- Continuing to support people effectively through the use step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge
- Increasing the number care homes in Flintshire who sign up to the Six Steps to Success which support high quality care for people at the end of their life
- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme

Achievement Milestones for strategy and action plans:

- Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Support people effectively through the use of 'step up and step down' beds	Chief Officer – Social Services	90 people	90 - 100 people	110 people
Increasing the number care homes in Flintshire who sign up to the Six Steps to Success		Not Applicable – New Measure	Baseline year	TBC once baseline established

2. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- Reviewing the Carer's Strategy to redefine the priorities for the next 5 years
- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to careers

Achievement Milestones for strategy and action plans:

<ul style="list-style-type: none"> ▪ Review of the Carer's Strategy to redefine the priorities for the next 5 years by September 2015 ▪ Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to carers by September 2015 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Chief Officer – Social Services	82%	82% – 86%	82% – 86%
Dementia Respect Empathy and Dignity (RED) project within GP surgeries		Not Applicable – New Measure	50% Flintshire GP surgeries participating	65% Flintshire GP surgeries participating

3. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through

- Reducing the rate of delayed transfers of care for social care reasons
- Gaining commitment from BCUHB to the continued funding of current provision

Achievement Milestones for strategy and action plans:

- Gain commitment from BCUHB to the continued funding of current provision by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/001 – The rate of delayed transfers of care for social care reasons.	Chief Officer – Social Services	1.39 per 1,000	2 per 1,000*	2 per 1,000*

**Targets denote the positive minimum level of performance which Flintshire wishes to remain above, whilst recognising that reducing funding may impact on performance*

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

What we will do in 2015/16:

1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.
2. Prepare for the new and additional safeguarding requirements of the SSWB Act.
3. Establish wider ownership and governance of safeguarding across the authority.

Achievements will be measured through

- Managing the risks identified through adult protection referrals
- Establishing a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County
- Meeting child protection conference timescales
- Completing child protection reviews on time

Achievement Milestones for strategy and action plans:

- Establishment of a Flintshire Sexual Exploitation Risk Assessment Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
SCA/019 – Adult protection referrals where the risk was managed.	Chief Officer – Social Services	99%	98% – 100%	100%
SCC/014 – Child protection conferences held within 15 days of the strategy discussion		91.2%	95%	98%
SCC/034 – Child protection reviews completed in time.		97.8%	98%	100%

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

What we will do in 2015/16:

1. Promote Flintshire as a recognised centre for energy and advanced manufacturing.

Achievements will be measured through

- Converting enquiries to investment within Flintshire

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	60%	63%	65%

2. Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.

Achievements will be measured through

- Creating and safeguarding jobs within Flintshire
- Creating jobs within Flintshire through our large scales capital programmes (WHQS and SHARP)

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of jobs created and safeguarded in Flintshire	Chief Officer – Community & Enterprise	1130 new jobs and 250 jobs safeguarded	1200 new jobs and 200 jobs safeguarded	1250 new jobs and 150 jobs safeguarded
Number of jobs created as a result of large capital programmes:				
○ WHQS (Welsh Housing Quality Standard)	Chief Officer –	52	36	200 jobs during

	Community & Enterprise	jobs	jobs	the WHQS programme (2020)
○ SHARP (Strategic Housing and Regeneration Programme)		N/A New Measure	5 jobs	15 jobs

3. Improve the local broadband infrastructure to encourage investment in economic growth.

Achievements will be measured through

- Rolling out superfast broadband across Flintshire in line with the Welsh Government programme of works for 2015/16

Achievement Milestones for strategy and action plans:

- Roll out of superfast broadband across the county in line with the Welsh Government programme of works for 2015/16

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Roll out of superfast broadband across the county in line with the Welsh Government programme of works for 2015/16	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Creating jobs and growing the local economy

What we will do in 2015/16:

1. Deliver an integrated programme of regeneration for Deeside.

Achievements will be measured through

- Implementing the key actions of the Vibrant and Viable Places programme, including:
 - i) redeveloping vacant sites and properties;
 - ii) providing grant assistance to high street businesses;
 - iii) providing skills and training opportunities; and
- Developing an over-arching regeneration strategy for Deeside

Achievement Milestones for strategy and action plans:

- Development of an over-arching regeneration strategy for Deeside by March 2016.
- Completion of the environmental improvement project in garden City by March 2016.

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of vacant sites and properties redeveloped	Chief Officer – Community & Enterprise	Not Applicable – New Measure	3 vacant sites / properties	3 vacant sites / properties
Number of business grants offered to high street businesses		Not Applicable – New Measure	8 grants	8 grants
Number of trainees recruited		Not Applicable – New Measure	40 trainees	40 trainees

2. Develop and implement long-term regeneration plans for Town Centres.

Achievements will be measured through

- Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
- Progressing the Flint regeneration programme through:
 - i) the completion of the maisonette demolition;
 - ii) the successful appointment of a lead contractor for their replacement; and
 - iii) the completion of the St. Mary's Church square improvements.
- Monitoring trends in ground floor commercial vacancy rates

Achievement Milestones for strategy and action plans:

- Completion of all town centre streetscape improvement projects by December 2015
- Delivery of Welsh Government town partnership support in Holywell by March 2016
- Developer selected for new housing in Flint in May 2015
- Construction of new Flint housing to start in January 2016
- 72 unit extra care development in Flint by Wales and West to start construction in August 2015
- New Flint primary health care centre to receive planning approval by July 2015 and start on site by September 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Monitoring trends in ground floor commercial vacancy rates:	Chief Officer – Community & Enterprise			
• Buckley		6.3%	Not Applicable – Management Information	
• Connah's Quay		10.5%	Not Applicable – Management Information	
• Flint		10.7%	Not Applicable – Management Information	
• Holywell		11.6%	Not Applicable – Management Information	
• Mold		6.9%	Not Applicable – Management Information	
• Queensferry		8.7%	Not Applicable – Management Information	
• Saltney		0%	Not Applicable – Management Information	

• Shotton		11.7%	Not Applicable – Management Information
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3. Increase the economic benefits to Flintshire of visitors coming into the County.

Achievements will be measured through

- Developing new electronic promotion and communication tools e.g. website
- Using alternative methods of distribution for promotional materials
- Monitoring the value and volume of tourism expenditure in Flintshire – 2013 baseline 3.243m visitors, estimated economic impact of £215.53m and supporting 2,468 direct jobs.

Achievement Milestones for strategy and action plans:

- Development of new electronic promotion and communication tools e.g. website by May 2015
- Alternative methods of distribution for promotional materials by Autumn 2015

Achievement Measures	Lead Officer	2013 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Monitoring the value and volume of tourism expenditure in Flintshire	Chief Officer – Community & Enterprise			
Number of visitors		3.243m Visitors *	Not Applicable – Management Information	
Estimated economic impact		£215.53m *	Not Applicable – Management Information	
Estimated direct jobs supported		2,468 Jobs *	Not Applicable – Management Information	

*Data source: STEAM (Scarborough Tourism Economic Activity Monitor)

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2015/16:

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP).
2. Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
4. Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.
5. Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievements will be measured through

- Increasing the numbers of training and apprenticeship opportunities started as a result of the WHQS and SHARP contracts.
- Improving the local skills base to improve employability and earning prospects through improved qualifications.
- Increasing the numbers of learners achieving the Level 1 Threshold
- Securing high levels of 16 year olds in education, employment and training
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners

Achievement Milestones for strategy and action plans:

- Launch of the Construction Academy by April 2015
- Early Identification Tool Kit used to identify learners at risk of disengagement (NEET) by September 2015
- Training provided to staff from learning settings to ensure that they can organise and check Extended Work Experience Placements by July 2015
- Enhanced curriculum of activities for Key Stage 4 learners in danger of disengagement organised with partners, e.g. Coleg Cambria, Motivational Preparation Course Training (MPCT), North Wales Training (NWT), by September 2015
- Roll out of ROTL to new institutions/partners by September 2015

Achievement Measures	Lead Officer	Baseline Data (Summer 2014)	2015/16 Target (Summer 2015)	2016/17 Aspirational Target (Summer 2016)

Increased numbers of learners achieving the Level 1 Threshold	Chief Officer – Education & Youth	94.1%	97.1%	96.2%
Securing high levels of 16 years olds in education, employment and training*		98.7%	98.8%	98.9%
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance		5.7%	5.1%	4.9%

*target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of training and apprenticeship opportunities started as a result of the:				
<ul style="list-style-type: none"> WHQS (Welsh Housing Quality Standard) contracts 	Chief Officer - Community & Enterprise	3.4 apprenticeships	3.6 apprenticeships	20 apprenticeships during the WHQS programme (2020)
<ul style="list-style-type: none"> SHARP (Strategic Housing and Regeneration Programme) contracts 		Not Applicable – new measure	2 apprenticeships	4 apprenticeships
Number of people leaving the Construction Academy with a qualification		Not Applicable – new measure	Baselines to be established	Targets to be set once baselines established
Number of people leaving the Construction Academy with a job				
Number of people leaving the Retail Academy with a qualification				
Number of people leaving the Retail Academy with a job				

Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2015/16:

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

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - share best teaching practice and resources across schools and the region;
 - identify and target support for those schools most in need;
 - develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - improve skills in literacy and numeracy.
2. Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.

Achievements will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3. Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold.
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to.
- Completing key milestones for the 21st Century School and School Modernisation programmes.

Achievement Milestones for strategy and action plans:

- Completion of 21st Century school milestones in line with target dates:
 - Produce Phase 1 School Modernisation Implementation Plan, to be presented to Cabinet for approval to consult by June 2015
 - Statutory consultation process completed at John Summers and St David's High Schools by July 2015
 - Review profile of spend within 21st Century Schools Band A Programme to make recommendation to Programme Board on optimum use of the funding available by July 2015
 - Undertake statutory consultation processes in communities and report outcomes to Cabinet for decision by June 2016
 - Complete Holywell Learning Campus and Post 16 Hub construction projects, ensuring all issues of governance, funding transition, curriculum & staffing are implemented appropriately by September 2016
- Learner outcomes are measured annually

Achievement Measures	Lead	Baseline	2015/16	Aspirational
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	Officer	Data (Summer 2014)	Target (Summer 2015)	Target (Summer 2016)	
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages					
The percentage of learners achieving the Foundation Phase Indicator	Chief Officer Education and Youth	84.5%	84.4%	87.2%	
* Improved Outcomes in Mathematics at:					
○ Key Stage 4		68.4%	75.5%	76.3%	
○ Key Stage 3		88.7%	90.9%	91.8%	
○ Key Stage 2		88.4%	92.0%	91.7%	
○ Foundation Phase		88.3%	89.0%	90.9%	
* Improved Outcomes in English at:					
○ Key Stage 4		73.3%	77.4%	77.8%	
○ Key Stage 3		89.4%	90.5%	91.8%	
○ Key Stage 2		89.0%	90.0%	91.1%	
○ Foundation Phase		87.4%	87.3%	88.9%	
* Improved Outcomes in Welsh (first language) at:					
○ Key Stage 4		59.7%	74.7%	74.3%	
○ Key Stage 3		56.0%	87.0%	89.0%	
○ Key Stage 2		90.0%	85.0%	90.0%	
○ Foundation Phase		87.3%	84.4%	91.7%	
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2			86.1%	87%	88.8%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3			84.3%	86.5%	88.1%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent					
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades		Chief Officer Education and Youth	341.5	358.9	362.7
EDU/017 - The percentage of learners achieving the Level 2 Threshold		61.9%	69.9%	70.4%	

inclusive of Mathematics and English and/or Welsh 1 st Language				
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Chief Officer Education and Youth	93.2%	95.8%	96.1%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		37.3%	61.3%	62.7%
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)		307.6	330.9	338.7
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3		65.1%	73.8%	79.9%
Access to education, training or employment for young people in the Youth Justice System				
The number of hours ETE that are offered to those young people of school age in the youth justice system.	Chief Officer Education and Youth			
<ul style="list-style-type: none"> 25 hours 		27% young people	40% young people	60% young people
<ul style="list-style-type: none"> 16+ hours 		43% young people	55% young people	65% young people

* Key Stage Definitions:

- Key Stage 4 = achieving A*-C at GCSE
- Key Stage 3 = achieving Level 5 or above
- Key Stage 2 = achieving Level 4 or above

Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2015/16:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Agreeing a delivery framework by the NWSCB
- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan

Achievement Milestones for strategy and action plans:

- Agreement of a delivery framework by the NWSCB by October 2015
- Flintshire Local Service Board (LSB) adoption of the key priorities of the regional Community Safety Plan by November 2015

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of anti-social behaviour in accordance with the Anti-social Behaviour Crime and Policing Act 2014
- Manage the impacts of substance misuse through improved service provision

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Formally agreeing a procedure to allow public space protection orders (PSPOs) to be granted
- Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

Achievement Milestones for strategy and action plans:

- Formally agree a procedure to allow public space protection orders (PSPOs) to be granted by June 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC (target is set in line with the Home Office target)	Chief Officer – Planning and	23%	28%	28%

Monitoring the number of formal consultations for PSPOs	Environment	Not Applicable	Baseline to be established	To be set once baseline established
Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)		89%	80% (WG target)	80% (WG target)
Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%) (KPI 6)		80%	80% (WG target)	80% (WG target)

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Developing a new sustainable model of CCTV provision within Flintshire.

Achievement Milestones for strategy and action plans:

- Formally agree proposals to be outlined within the feasibility study for a new sustainable model of CCTV provision by October 2015
- Negotiate new Service Level Agreements with Town & Community Councils for implementation by April 2016
- Re-tender for monitoring services by September 2015

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

What we will do in 2015/16:

1. Help children, young people and families, in or at risk of poverty achieve their potential.

Achievement will be measured through:

- Increasing the numbers of free quality, part-time childcare sessions provided for 2-3 year olds through the Flying Start Programme.
- Increasing the numbers of parents receiving an enhanced Health service through the Flying Start Programme.
- Increasing the numbers of parents accessing Parenting programmes
- Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start)
-

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of free quality, part-time childcare sessions provided for 2-3 year olds through the Flying Start Programme.	Chief Officer – Social Services	39,455	40,000 - 48,048	48,049 – 60,060
Number of parents receiving an enhanced Health service		1236	1407	1500
Number of parents accessing Parenting programmes		212	200	225
Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start		314	350	400

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2. Provide advice and support services to help people protect their income

Achievement will be measured through:

- Assisting Flintshire residents to maximise their income
- Supporting Flintshire residents to claim additional benefits
- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- Assisting people with Welfare Reform changes through the effective application of the Council’s DHP Policy
- Supporting Flintshire resident to better manage their financial commitments

○ Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million
Speed of processing of Housing Benefit claims:				
▪ new claims		20 days	17.5 days *	TBC
▪ change of circumstances		6 days	9 days *	TBC
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,600 residents	N/A	N/A
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council		£3.1 million	N/A	N/A
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		£259,000	N/A	N/A
Number of residents supported to better manage their financial commitments		N/A – new measure	N/A	N/A

**In consideration of the efficiencies being made and the level to which actual performance exceeded target for processing change of circumstances but missed target for new claims (2.5 days) for 2014/15, efforts will be focused on improving the processing times for new claims during 2015/16, therefore the targets remain at the same level set for 2014/15.*

3. Support the implementation of Universal Credit (UC) within Flintshire				
Achievement will be measured through:				
<ul style="list-style-type: none"> ○ Assisting Universal Credit claimants referred for Personal Budgeting support ○ Assisting Universal Credit claimants with on-line access ○ Processing enquiries received from the Universal Service Centre by Flintshire County Council’s Housing Benefit Service relating to housing costs 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2014/15 Target	2016/17 Aspirational Target

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The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Universal Credit claimants referred for Personal Budgeting support	Chief Officer – Community and Enterprise	55 people	N/A	N/A
Number of Universal Credit claimants referred for assistance with on-line access		2 people	N/A	N/A
Number of enquiries received from the Universal Service Centre by Flintshire County Council’s Housing Benefit Service relating to housing costs		88 people	N/A	N/A

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

What we will do in 2015/16:

1. Help residents to access funding support to improve the thermal efficiency of their homes.

Achievement will be measured through:

- The number of private homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for residents
- Reducing annual carbon emissions

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Number of private homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	422 homes	750 homes	750 homes
Overall annual fuel bill reduction for residents		£244,360	£200,000*	£250,000 *
Annual reduction in carbon emissions		24,949 tonnes	22,500 tonnes*	20,000 tonnes *

**The figures for fuel bill reductions and carbon emissions do not exactly correlate as might be expected with the number of homes receiving measures as this is dependent on the composition of measures.*

2. Deliver energy efficiency measures to Council homes.

Achievement will be measured through:

- The number of Council homes receiving energy efficiency measures
- Reducing the overall annual fuel bill for tenants in Council homes

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
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Number of Council homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	417 council homes	400 council homes	TBC
Overall annual fuel bill reduction for tenants in Council homes		£121,451	£100,000	TBC

3. Development of a best practice procurement solution for energy efficiency and renewable energy across Wales.

Achievement will be measured through:

- Creating and launching a national energy efficiency materials and supplier framework

Achievement Milestones for strategy and action plans:

- Create and launch a national energy efficiency materials and supplier framework by October 2015

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

What we will do in 2015/16:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund 2015/16
- Consulting on the draft Active Travel Network Maps
- Publicising the Active Travel Network Maps for designated settlements
- Promoting and developing “Active Travel Routes” through partnership working.

Achievement Milestones for strategy and action plans:

- Successful delivery of schemes/feasibility studies funded through the Local Transport Fund 2015/16 by March 2016
- Consultation on the draft Active Travel Network Maps by September 2015
- Publication of the Active Travel Network Maps for designated settlements by March 2016
- Promoting and developing “Active Travel Routes” by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Successful delivery of WG funded schemes/feasibility studies funded through the Local Transport Fund	Chief Officer – Transportation & Streetscene	100%	100%	100%

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

Achievement will be measured through:

- Monitoring the condition of the highway's infrastructure
- Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transportation & Streetscene	5%	7% *	8% *
The percentage of notices issued for all roadwork's for the purposes of coordinating and minimising disruption to Flintshire's highway network		N/A - new measure	Baseline Year	TBC once baseline established

**Due to reductions in funding the achievement of these reduced target still represents a very ambitious level of performance*

3. Use available funding to support the Council's priorities to improve road safety on the County's highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government's Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups

Achievement Milestones for strategy and action plans:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through Welsh Governments Grant Aid Programme by March 2016
- Delivering schemes identified as part of WG funded Safe Routes in Communities by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Road safety initiatives to reduce the risk of collisions of high risk groups:	Chief Officer – Transportation & Streetscene			
<ul style="list-style-type: none"> • Older drivers 		35 candidates undertook driving assessment.	80 Participants to undertake Driving Assessment.	N/A will depend on funding
<ul style="list-style-type: none"> • Newly qualified young drivers 		75 candidates attended pass	108 Participants	N/A will depend on funding

		plus course	on Pass Plus	
<ul style="list-style-type: none"> Motorcyclists 		51 candidates attended Bike Safe / FBOS / Scooter Safe courses.	108 attendees on Bike Safe / FBOS Courses / scooter safe.	N/A will depend on funding

4. Develop and support community transport arrangements.

Achievement will be measured through:

- Reviewing the Council's subsidised bus services
- Working with local communities to develop Community Transport

Achievement Milestones for strategy and action plans:

- Review the Council's subsidised bus services by March 2016
- Work with local communities to develop a Community Transport by April 2017

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Environmental development which maximises social and economic benefits

What we will do in 2015/16:

1. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- Agreeing a revised timetable and delivery agreement with Welsh Government
- Publicising the pre-deposit plan

Achievement Milestones for strategy and action plans:

- Revisit the timetable and delivery agreement with Welsh Government by March 2016
- Publication of the pre-deposit plan by March 2016

2. Identify and develop large scale renewable energy schemes.

Achievement will be measured through:

- Securing planning approval for 4 solar farms on Flintshire County Council land
- Creating two solar farms on Flintshire County Council land
- Reducing our carbon emissions

Achievement Milestones for strategy and action plans:

- Secure planning approval for 4 solar farms by March 2016
- Two solar farms to be operational by March 2016

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non	Chief Officer –	0.43% (reduction)	5% reduction	60% cumulative

domestic portfolio)	Planning & Environment	18.96 (cumulative reduction weather corrected)		reduction by 2021
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3. Minimise waste sent to landfill and maximise opportunities for energy generation from waste.

Achievement will be measured through:

- Improving recycling performance
- Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources
- Securing planning approval for the introduction of a waste transfer station

Achievement Milestones for strategy and action plans:

- Undertake a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources by April 2016
- Secure planning approval for the introduction of a waste transfer station by July 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.	Chief Officer – Transportation & Streetscene	58%	59%	60%
WMT/011 - 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.		62%	63%	75%

	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2015/16:

1. Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.				
Achievement will be measured through: <ul style="list-style-type: none"> Monitoring the number of new social enterprises developed Monitoring the number of social enterprises supported to thrive and prosper 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change	1 social enterprise	2 social enterprise	3 social enterprises
The number of social enterprises supported to thrive and prosper		7 social enterprises supported	7 social enterprises supported	TBC

*A further 3 social enterprises are targeted for development in 2017/18 which will mean a total of 8 new social enterprises between 2015/16 and 2017/18.

2. Encourage volunteers and active citizens				
Achievement will be measured through: <ul style="list-style-type: none"> Monitoring the impact of the local volunteering policy 				
Achievement Milestones for strategy and action plans: <ul style="list-style-type: none"> Developing and publicising a volunteering policy by November 2015 				
Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target

	Chief Officer – Organisational Change 1			
Number of volunteers in volunteering placements (data source FLVC)		480 volunteers	Not Applicable – Management Information	Not Applicable – Management Information

3. Ensure community benefit through our commissioning of goods and services.

Achievement will be measured through:

- Monitoring the percentage of community benefit clauses included in new procurement contracts.

Achievement Milestones for strategy and action plans:

- Developing and publicising a volunteering policy by Autumn 2015

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Chief Officer – Governance	N/A – new measure	Baseline to be established in 2015/16	100%

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported.
- Monitoring the number of services sustained through delivery via alternative models.

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The level of efficiencies ADMs have supported	Chief Officers – Organisational Change	Not Applicable	By year end set a target (£) for future years	(£) TBC once baseline established
The number of services sustained through delivery via alternative models		Not Applicable	By year end set a target for future years	Not Applicable

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Increasing the number of public assets transferred to the community

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	4 Assets	5 assets	10 assets (15 assets cumulative)

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Achievement Milestones for strategy and action plans:

- Monitoring updates against key actions will be reported half yearly

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

What we will do in 2015/16:

1. Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Adopting an achievable plan to meet the £50m funding gap for 2015-2018
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets
- Achieving our big plans for change which modernise services and generate efficiencies

Achievement Milestones for strategy and action plans:

- Produce a revised Medium Term Financial Strategy by July 2015

Develop an overarching strategy for Alternative Delivery Models and service re-provision by December 2015

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Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Amount of efficiency targets achieved.	Chief Officer – People and Resources	£7.688m	£10.3m	TBC

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Monitoring the impact of the renewed appraisal system on performance
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target

Number of appraisals completed using the renewed appraisal system.	Chief Officer – People and Resources	Not Applicable New Measure	TBC	TBC
Number of interventions being undertaken:				
<ul style="list-style-type: none"> Capability process (from the point of intervention from HR) 		TBC	To be monitored as management information	To be monitored as management information
<ul style="list-style-type: none"> Disciplinary process 		27		
Percentage of employee turnover (excluding early retirement and voluntary redundancy)		9.38%	TBC	TBC
(CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.66 days	9.6 days	8.3 days	

3. Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the floor space and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
The reduction in the floor space (m2) of office accommodation occupied	Chief Officer – Organisational Change 2	22%	26%	30%
Reduction in the running costs of corporate accommodation (County Hall, Flint Offices & Library Head Quarters – includes associated staffing costs e.g. caretaking and security)		100% for 2013/14	-2.5%	-22%
Agile working – desk provision as a percentage of staff (County Hall)		98%	87%	78%

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:

- Creating efficiencies through the use of the regional and national procurement collaborations
- Reducing the cost of procurement through the use of end to end electronic purchasing

Achievement Measures	Lead	2014/15	2015/16 Target	2016/17
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	Officer	Baseline Data		Aspirational Target
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer – Governance	£530,263	£550,000	£600,000
Efficiencies achieved through the use of end to end electronic purchasing		N/A – new measure	£200,000	£300,000

5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.

Achievement will be measured through:

- Increasing the number of services available through the Connects Centres and the numbers of customers using them
- Increasing usage of and positive customer feedback on our website

Achievement Measures	Lead Officer	2014/15 Baseline Data	2015/16 Target	2016/17 Aspirational Target
Digital take up of services via Connects	Chief Officer – Community & Enterprise	Not Applicable – New Measure	1250*	1312.5 (+5%)
Review of existing services (36) available at Connects to ensure fully transactional (align to digital agenda)		Not Applicable – New Measure	3	5
The percentage of customers who successfully found what they were looking for on our website.				
• Desktop		54%	55%	60%
• Mobile		52%	55%	60%

* This figure is based on the number of enquiries Connects Centres deal with for Streetscene where full digital options are developed and available (website and mobile app). The aim is for Connects to promote and assist with self-serve for these services to enable a full digital shift. The number of enquiries for waste have not been included as these services (i.e. delivery requests and missed collections) will no longer be provided by the Council following full implementation of Streetscene's Service Plan.

Summary of Key Issues / Responses to the Consultation with Members

Improvement Plan 2015/16

Issue / Response to Consultation	Responses to issues raised
General	
<p>Clarity was sought about how the two Improvement Plan documents link and the reasons for having two documents rather than a single document.</p> <p>Concern was also expressed about the ability to access the documents through iPads.</p>	<p>The Chief Executive explained that the Improvement Plan, currently a working draft in word format, is shown as two documents. The first, the draft Improvement Plan 2015/16, is the public document which will be turned into the graphic colour plan which is published on Flintshire County Council's website, once complete, at the end of June. The second document Improvement Plan 2015/16 - How Achievement Will Be Measured - is a supporting document which carries the detail of the performance measures and targets. It is the second document which is used as the basis for providing quarterly performance updates to Overview and Scrutiny Committees. The first quarterly update for the 2015/16 Plan is due in September.</p> <p>It was agreed at the workshop:</p> <ul style="list-style-type: none"> • to produce a how to use guide for the Improvement Plan • to ensure the two parts of the Plan are linked well e.g. with hyper-links • to produce the final Plan draft in PDF format for ease of use on I Pads • to organise a 'how to use the Improvement Plan' 30 minute workshop prior to each of the Overview and Scrutiny Committees in September, when the first quarter progress reports will be made • to invite the Overview and Scrutiny Committees in December, when the second quarter Plan progress reports will be made, to make initial suggestions for the retention, deletion or addition of sub-priorities to the Plan for 2016/17 • to work with the Overview and Scrutiny Chairs on guidance for the effective scrutiny of performance

Issue / Response to Consultation	Responses to issues raised
Page numbers to be included on all documents.	All final documents will contain page numbers.
Reference numbers should be used to link the Improvement Plan with the supporting document (How we measures achievement).	Final documents will contain reference numbers to show the links.
Justification should be added where projects/works are specific to locations.	The Improvement Plan pulls together the sub-priorities on which the Council is looking to make the biggest impact during the year to which the plan relates. Within each sub-priority are the key actions that will be undertaken to deliver the desired impact. Many of these actions have previously been agreed by Cabinet following democratic process, where the justifications for specified locations will have been considered.
Rationale and justification for changes from the 2014/15 Improvement Plan to the 2015/16 Improvement Plan should be included in the 2015/16 Improvement Plan i.e. why sub-priorities have moved/changed etc.	To be included in the introductory pages of the 2015/16 Improvement Plan.
Ensure consistency in reporting at Scrutiny.	The supporting document (How we measure achievement) forms the basis for reporting to Scrutiny. The reports are prepared quarterly following a similar layout and reflect the same colour coding as used within the Improvement Plan.
Members questioned whether sufficient emphasis was being given to rural areas of the county within the Improvement Plan.	<p>A number of the larger improvement projects currently being undertaken e.g. Vibrant and Viable Places are being undertaken primarily with grant funding secured through a bidding process for which strict criteria is met. Whilst these projects may seem to focus on certain areas of the county, their benefits extend out across the county. Capitalising on such opportunities is to the advantage of Flintshire as a whole.</p> <p>New external funding opportunities for rural development are underway; the authority is involved in influencing these on a local and regional basis. Once the programmes are</p>

	released the authority will bid for appropriate funding streams.
Members requested that the Council's commitment to the Armed Forces Community Covenant be specifically mentioned.	Agreed and included.

Issue / Response to Consultation	Responses to issues raised
Sub-priority – Appropriate & Affordable Homes	
Sub-priority – Modern, Efficient & Adapted Homes	
General Housing Queries	
<ul style="list-style-type: none"> To meet the criteria of affordability is there a greater range of schemes the authority could offer e.g. a deposit, or the legal power to offer shared equity schemes? Can there be a performance measure of reducing rent arrears? Can local Members inform the appropriateness of affordable housing allocations by offering local intelligence? Does the Right to buy apply in Wales? Extra care provision - should there be a priority around these schemes in other rural areas of the county? Empty Houses into Homes Plan - can local intelligence from Members be used to feed into the process? 	Questions to be raised with the relevant Managers.
Sub-priority – Independent Living	
Concern was raised about the amount of returns and recycling of aids / equipment.	Not applicable
Members noted recent improvements in rehousing people in Local Authority housing to appropriate accommodation rather than providing major adaptations.	Not Applicable
Observations were made that the blue badge process and points system needs to be reviewed.	To be raised with appropriate service manager.
Members wanted assurance that as Local Authority care home provision is reduced, work will be undertaken to ensure that the standards in the independent sector are maintained and that independent sector residential homes that have issues	Chief Officer Social Services explained the role of CSSIW (Regulator) and the Contract Monitoring Team (Local Authority).

outstanding with the regulator would be followed up.	
Sub-priority – Integrated Community Social & Health Services	
Additional risk requested regarding reductions in future Local Authority and Health funding impacting on the sustainability of services.	Will be added to the Improvement Plan.
Support for carers is covered within this sub-priority. However, Members requested clarification around: <ul style="list-style-type: none"> • training available for carers; • whether it is the right training; • whether the authority are raising people's expectations about their entitlements: and • how the authority support people with a caring role who don't see themselves as carers. 	Social Services to prepare a report to Social & Health Overview & Scrutiny specifically addressing these issues.
Sub-priority – Safeguarding	
Members believed that the authority should respond to safeguarding issues regardless of resources.	It was confirmed to Members that Child Sexual Exploitation (CSE) is already a priority for the authority and resources will be found to manage the increase in referrals.
Members noted the new development whereby each Portfolio would have a safeguarding lead.	Not Applicable.
Members asked about the integration of adults and children's safeguarding.	Chief Officer Social Services confirmed that this had been a priority in last year's Improvement Plan and that it had been completed.
Sub-priority – Business Sector Growth	
Members were keen to know if the coverage of superfast broadband would extend to rural areas? Members requested that BT and Welsh Government representatives be invited to give a presentation at an all Member workshop to discuss the importance of the roll out of superfast broadband.	This is a Welsh Government and BT national programme which the authority provides information to support and helps to influence service outreach to 'not spot' areas. Workshop to be arranged.
Members felt that the emphasis needs to be	To be raised with the Enterprise Manager.

on Flintshire as an economic gateway to North Wales.	
Members raised the point that lack of affordable childcare has a wider impact on ability to access to employment.	Not Applicable
Sub-priority – Town and Rural Regeneration	
Members welcomed the inclusion of tourism and rural communities in the priorities.	Not Applicable
Members would like an explanation of how the performance data is collected and measured, e.g. where does the data come from for measuring the estimated economic impact of tourism?	Data sources to be referenced in the supporting document where they are external to the Council.
Members felt an overarching plan/strategy is required for all the different tourism projects as they are currently not joined up and responsibility sits within different services across the authority. Consequently, the full benefit / potential of all the various projects is not achieved.	To be raised with the Economic Development Manager.
Members queried the targets for the number of trainees recruited (Vibrant and Viable Places programme) and that there is no change in targets between 2015/16 and 2016/17. They felt an increase should be targeted for 2016/17.	Funding levels for both 2015/16 and 2016/17 are similar therefore the targeted number of trainees recruited is the same for both years.
Sub-priority – Apprenticeships & Training	
Members felt there should be a national programme of apprenticeships and that businesses should be encouraged to have jobs for apprentices when they finish their apprenticeships.	To be raised with Education.
Sub-priority – Modernised & High Performing Education	
Members felt that in order to take advantage of training and education opportunities early on pupils should start receiving good careers advice earlier in secondary school.	To be raised with Education.
Sub-priority – Maximising Income	
Members felt that Flying Start funding needs to be targeted at families, not just the children and that the funding is needed in all areas not just the Flying Start areas.	To be raised with Early Years and Family Support Manager.

Sub-priority – Transport Infrastructure & Services	
Members recognised that the impact from other organisations' priorities are outside the Local Authority's control e.g. WG & Trunk Roads Agency and that a lobbying function is necessary to influence their priorities.	Flintshire County Council lobby organisations such as WG where their priorities impact on its own.
Sub-priority – Improving Resource Management	
Members questioned whether the take up of digital services and use of website measures could be benchmarked with other authorities.	To be investigated with other authorities.
A query was raised about whether the authority would be able to reduce its non-domestic rates liability, based on the usage of rooms (e.g. office or storage) or those no longer being used.	Whilst it was felt to be unlikely, this will be investigated further.

Target Setting 2015/16

Issue / Response to Consultation	Responses to issues raised
Why would Social Services not set aspirational targets of 100% for all the PI's listed on the presentation?	The reasons why aspirational targets of 100% are not achievable was discussed. Members were happy with the clarification but asked for more detailed explanations within performance reports where targets are not met.
<p>Members would like Social Services to concentrate on those PI's where current performance is not "good enough", so that performance is improved to meet a satisfactory level.</p> <p>Members were also keen that the services did not solely concentrate on PIs and lose sight of those areas of the services where there further room for improvement e.g. services for people with a disability / transition.</p>	<p>It was confirmed that these PIs are classified as improvement targets and will continue to be reported regularly.</p> <p>It was confirmed that this would not be the case.</p>
Adaptions through Disabled Facilities Grants (DFGs). Members asked where these were in the 2015/16 Improvement Plan.	Chief Officer Social Services confirmed that they were now within the Housing sub-priority Modern, Efficient and Adapted Homes and that Social Services would continue to work closely with Housing to improve timescales for completion.
PSR/009a (DFG's for Children and Young People). Additional information should be provided to give context to the outturn and suggested target.	Agreed.
PSR/002, PSR/009a & PSR/009b The number of cases for all DFG measures should be provided as context.	Agreed
Adaptations for Council Homes through DFG's should be included as a measure.	To be raised with the DFG Operational Working Group.
<p>HHA/013 (homeless prevention) should be classified as 'Improvement', not 'Maintenance'.</p> <p>Concern was raised about the ability to achieve the 90% target for the prevention of homelessness for all potentially homeless households for at least 6 months (HHA/013).</p>	<p>Agreed</p> <p>The Housing Bill pilot means all who present as being potentially homeless will be offered assistance. This will in part be financed through WG 'New burden' funding.</p>

LCS/002b (visits to local authority sport and leisure centres) should target upper quartile performance and be a maintenance target. The good performance achieved in spite of reduced numbers of staff was also noted.	The current performance and targeted performance is near the upper quartile level and the target classification has been set as 'maintenance'.
CHR/002 (sickness absence) needs to have a more challenging target.	Target revision to be discussed with HR.
The length of time taken to process invoices needs to be improved in consideration of the knock on effect to businesses and suppliers of late payments.	To be raised with service managers.
STS/005b and STS/006 Better enforcement is required for street cleansing and fly tipping and this should be linked with enforcement targets.	Chief Officer Streetscene & Transportation confirmed that the Council can only act on reported incidents of fly tipping.
THS/007 (bus pass take up) was discussed. - not an indicator of performance and can't influence the number of people who apply for a bus pass; doesn't mean that all pass holders will use their bus pass	Transportation Manager confirmed that this is not an indicator of performance. It doesn't measure the work undertaken to encourage people to take up bus passes and nor does it measure that holders use their passes.
THS/012 (condition of roads). The lowering of targets due to reduction in funding was debated. Some Members felt that if the target is realistic then it should remain as it is, however others felt it should be more aspirational and if the target is not met the reasons should be reported including funding reduction. A query was also raised about whether the measure should be in the Improvement Plan if improved performance could not be secured.	Whilst the prudential borrowing previously used to help maintain roads is no longer available, the condition of roads across the county is still a priority and will remain within the Improvement Plan. The reduced targets for 2015/16 and 2016/17 reflect the ambitious performance the authority seeks to achieve through its Highways Asset Maintenance Plan.
Road safety initiatives for older drivers. Questions were raised about the age that constituted an 'older' driver and how drivers were accessed/referred for the programme.	'Older drivers' are targeted at age 65 and over. Workshops will be held bi-monthly across the County to attract drivers to register. Workshops will be promoted through press releases, website and Twitter plus promotion through the County Forum.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**
DATE: **TUESDAY, 23 JUNE 2015**
REPORT BY: **CHIEF OFFICER (GOVERNANCE)**
SUBJECT: **WEBCASTING PROTOCOL**

1.00 PURPOSE OF REPORT

1.01 For Council to consider a recommendation from the Constitution Committee and Cabinet to approve a proposed protocol on webcasting.

2.00 BACKGROUND

2.01 At the Constitution Committee meeting on the 28 January it recommended to Cabinet the implementation of webcasting for those Member meetings of most interest to the public with officers investigating ways of doing so within available staffing resources. This recommendation was subsequently considered by the Cabinet at its meeting on the 21 April when it decided to introduce webcasting of Planning & Development Control Committee and Council meetings.

2.02 At the Constitution Committee meeting on the 15 April it considered a report on a proposed webcasting protocol which includes provisions on the following:-

- a) The deemed consent of third parties and the public to webcasting meetings they attend.
- b) How long webcasts are to be retained on the Council's website.
- c) That the minutes once approved remain the official record of the meeting.

2.03 At the Constitution Committee meeting on the 15 April and the Cabinet meeting on the 21 April consideration was given to the protocol which is attached as Appendix 1. At both meetings this protocol was recommended for approval to County Council.

3.00 CONSIDERATIONS

3.01 Other Councils who have already adopted webcasting of meetings have adopted a protocol such as that in Appendix 1 to ensure webcasting of meetings works well and complies with the Council's obligations under the Data Protection Act 1998 and the Human Rights Act 1998.

- 3.02 Once adopted it is the intention that the protocol will be distributed to all those who are likely to attend meetings that are webcast in advance of such meetings. There will also be notices placed on the front of each relevant agenda and inside and outside of the meeting room explaining that the meeting is being webcast. Following such publicity those attending webcast meetings will be deemed to have consented to their image being recorded.
- 3.03 The protocol explains in paragraph 8 that if during a webcast meeting a technical fault develops the Chair should agree to a short adjournment to see if the problem can be resolved. If however, after adjourning the problem still persists the meeting should continue irrespective of it not being recorded and webcast.

4.00 RECOMMENDATIONS

- 4.01 Council is recommended to adopt the proposed webcasting protocol shown in Appendix 1.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Council has previously received a one off grant from the Welsh Government of £40K of which a balance of £37K remains. The upfront cost and the service costs for either a year or a three year contract could be met from the balance of the Welsh Government grant.

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 Webcast meetings will require the attendance of an extra officer but as indicated in the Democratic Services business plan considered at Corporate Resources Overview & Scrutiny on the 22 January 2015 some areas of current workload can be reduced by, for example, no longer supporting meetings of informal bodies, to facilitate the extra work from webcast meetings. The Chief Officer, Governance in consultation with the Leader and Deputy Leader to make recommendations to the Democratic Services Committee.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a result of this report.

12.00 APPENDICES

12.01 Appendix 1 – Webcasting Protocol

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

Webcasting Protocols and useful tips from Conwy and Wrexham Councils.

Contact Officer: Peter Evans
Telephone: 01352 702304
Email: peter.j.evans@flintshire.gov.uk

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Flintshire County Council Webcasting Protocol

Introduction

The Council has agreed that certain meeting should be the subject of live web transmission ('webcasting'), or recorded for subsequent transmission. Fixed cameras are located within the Council Chamber for this purpose.

The main purpose of webcasting is to give members of the public the chance to view meetings as they happen without having to attend in person.

Webcasting does not replace the formal record of decisions made. The only formal record of decisions of a Local Authority is its minutes and agendas which are required to be maintained and retained for a number of years.

This protocol governs the conduct of Council meetings which are the subject of webcasting and aims to ensure that the Council is compliant with its obligations under the Data Protection Act 1998 and the Human Rights Act 1998.

Agenda Front Sheets

On the front of each relevant agenda there will be the following notice:-

WEBCASTING NOTICE

This meeting may be filmed for live and/or subsequent broadcast on the Council's website or may be used for training purposes within the Council. The whole of the meeting will be filmed, except where there are confidential or exempt items, and the footage will be on the website for 6 months.

Generally the public seating areas are not filmed. However, by entering the Chamber you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and / or training purposes.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345

Signage at Meetings

The following signs will be displayed inside and outside of the meeting room:-

WEBCASTING NOTICE

PLEASE NOTE THAT FLINTSHIRE COUNTY COUNCIL WILL BROADCAST THIS MEETING LIVE ON ITS WEBSITE AND THE RECORD WILL BE ARCHIVED FOR FUTURE VIEWING

AS YOUR PICTURE MAY BE INCLUDED IN THE BROADCAST, BY ENTERING THE CHAMBER YOU ARE CONSENTING TO BE FILMED AND TO THE POSSIBLE USE OF THOSE IMAGES AND ANY SOUND RECORDINGS

Public Speakers

In any correspondence notifying public speakers of the meeting date at which permission to speak has been granted, the following advice will be included if the particular meeting is to be webcast:

Please note that this meeting will be filmed for live and/or subsequent broadcast on the Council's website. If you do not wish your public question/statement and subsequent discussion to be filmed/recorded, please contact the Democratic Services Team to discuss your concerns.

Conduct of meetings

1. At the start of each meeting to be filmed, an announcement will be made by the Chair to the effect that the meeting is being webcast and that the Chair may also terminate or suspend the webcasting of the meeting should the Chair consider this desirable.
2. No part of any meeting held with the press and public excluded will be webcast after Members have passed a resolution excluding the press and public because there is likely to be disclosure of exempt or confidential information. The Committee Officer will ensure that filming and/or recording of the meeting has ceased and will confirm this to the Chair of the meeting before any discussion of exempt or confidential matters is commenced.
3. Subject to paragraph 4 below all archived webcasts will be available to view on the Council's website for a period of six months.

4. Archived webcasts or parts of webcasts shall only be removed from the Council's website if the Monitoring Officer considers that it is necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory or common law provision, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.
5. The actual webcasts and archived material, and copyright therein, remain the property of the Council, and the right to copy, issue, rent, perform, communicate or adapt any of the webcast or archived material is restricted as follows:
 - (i) Subject to (ii) and (iii) below, any person may copy and use webcast material or part thereof provided that the facility is not used in a way that otherwise breaks the law and that the whole agenda item is displayed.
 - (ii) The use of any webcast involving the alteration or editing of the material which results in changing the message or context without the prior written approval of the Democracy & Governance Manager.
 - (iii) The use of webcast for commercial purposes involving re-use of the material is not permitted unless the prior written approval of the Democracy & Governance Manager is obtained in writing.
6. Any elected Member who is concerned about any webcast or part thereof should raise their concerns with the Monitoring Officer.
7. There is a presumption that Members and officers give their consent to being filmed and for images to be webcast, unless a specific request is made to the Monitoring Officer for an exception to be made in advance of the meeting. The Monitoring Officer will take a view on a case-by-case basis on whether there is sufficient justification for making an exemption.
8. If a technical fault develops, the Chair should agree a short adjournment to see if the problem can be resolved. If after adjourning the problem still persists, the meeting should continue irrespective of it not being recorded.

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