

Public Document Pack

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Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Robin Guest (Chair)

CS/NG

Councillors: Alex Aldridge, Glyn Banks,
Haydn Bateman, Chris Bithell, Clive Carver,
David Cox, Peter Curtis, Paul Cunningham,
Glenys Diskin, Ian Dunbar, Andy Dunbobbin,
Veronica Gay, George Hardcastle, Dave Mackie,
Tim Newhouse, Neville Phillips, Ian Smith,
Nigel Steele-Mortimer, David Williams and
Arnold Woolley

25 June 2015

Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **DEMOCRATIC SERVICES COMMITTEE** will be held in the **DELYN COMMITTEE ROOM** on **WEDNESDAY, 1ST JULY, 2015** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **APPOINTMENT OF VICE-CHAIR**
- 3 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 4 **MINUTES** (Pages 3 - 4)
To confirm as a correct record the minutes of the last meeting.

- 5 **REVIEW OF MEMBER DEVELOPMENT STRATEGY** (Pages 5 - 16)
Report of Chief Officer (Governance)

- 6 **ANNUAL MEMBER DEVELOPMENT PROGRAMME FOR 2015/2016**
(Pages 17 - 36)
Report of Chief Officer (Governance)

- 7 **MEMBER SUPPORT** (Pages 37 - 42)
Report of Chief Officer (Governance)

- 8 **FEEDBACK ON MEMBER DEVELOPMENT EVENTS** (Pages 43 - 50)
Report of Chief Officer (Governance)

DEMOCRATIC SERVICES COMMITTEE **28 JANUARY 2015**

Minutes of the meeting of the Democratic Services Committee of Flintshire County Council held in County Hall, Mold on Wednesday, 28 January 2015

PRESENT: Councillor Robin Guest (Chairman)

Councillors: Alex Aldridge, Glyn Banks, Haydn Bateman, Chris Bithell, Clive Carver, David Cox, Ian Dunbar, Veronica Gay, Dave Mackie, Tim Newhouse, Neville Phillips, Paul Shotton and Owen Thomas

APOLOGIES: Councillors George Hardcastle, David Williams, David Wisinger and Arnold Woolley

SUBSTITUTION: Councillor Jim Falshaw (for Nigel Steele-Mortimer)

IN ATTENDANCE:

Chief Officer (Governance), Democracy and Governance Manager, Member Engagement Manager, and Committee Officer

13. DECLARATIONS OF INTEREST

There were no declarations of interest.

14. MINUTES

The minutes of the meeting of the Committee held on 15 October 2014, were submitted.

RESOLVED:

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

15. SURVEY OF RESPONSES TO MEMBER COMMUNICATIONS

The Democracy and Governance Manager introduced a report on the results of a survey of Members on whether their communications were being dealt with in accordance with corporate service standards.

The Democracy and Governance Manager advised that 19 Members had responded to the survey and 11 Members had indicated that they were satisfied the customer care charter was being followed. The report indicated 6 members had identified the Planning Service as not complying and the response of the Chief Officer (Planning and Environment) was appended to the report. The Democracy and Governance Manager advised that in general it was considered that the customer care standard was being met for response times to Member communications.

Responding to the comments made by Councillor Clive Carver the Chair suggested that Councillor Carver addressed his concerns directly with the relevant Chief Officer in the first instance and then with the Chief Executive should further assistance be required.

RESOLVED:

That the results of the Member Survey be noted.

16. FEEDBACK ON MEMBER DEVELOPMENT EVENTS

The Democracy and Governance Manager introduced a report to provide feedback on the Member development events held since last reported to the Committee. He referred to the development events which had been held in July and November 2014 and advised that the feedback received for each of the events was appended to the report. He reported that the feedback had been generally positive and invited Members to comment on their experience of any events attended or make suggestions for the improvement of future events.

Councillor Chris Bithell expressed his thanks for the 'in house' training provided by Officers and commented on the valuable expertise which existed within the Council.

Councillor Ian Dunbar welcomed the provision of two sessions for each event which he felt gave flexibility and enabled more Members to attend.

RESOLVED:

That the feedback on Member development events be noted.

17. CHAIRMAN'S CLOSING REMARKS

Following a request from Councillor Tim Newhouse the Chairman agreed that the next two meetings of the Democratic Services Committee would be held immediately prior to the meetings of the Constitution Committee.

Following a request from Councillor Alex Aldridge that the County Council begins a debate on the potential changes to Local Government, the Chairman agreed to liaise with the Leader and the Chair of the County Council regarding the addition of an appropriate item on the agenda for a meeting of the County Council at the earliest opportunity.

18. PRESS IN ATTENDANCE

There were no members of the press or public in attendance.

(The meeting commenced at 3.40 pm and finished at 4.02 pm)

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Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **DEMOCRATIC SERVICES COMMITTEE**
DATE: **WEDNESDAY, 1 JULY 2015**
REPORT BY: **CHIEF OFFICER (GOVERNANCE)**
SUBJECT: **REVIEW OF MEMBER DEVELOPMENT STRATEGY**

1.00 PURPOSE OF REPORT

1.01 For the Committee to review the Member Development Strategy

2.00 BACKGROUND

2.01 Flintshire was one of the first Councils in Wales to be awarded the Welsh Local Government Association's (WLGA) Charter for member support and development in October 2008. One of the requirements of the Charter was for the Council to have a Member Development Strategy and arrangements in place to monitor and review that Strategy. A copy of the recently updated Strategy is attached as Appendix 1. This was updated in March 2015 to reflect recent legislation requiring Authorities to provide an opportunity for all Members to have personal development meetings and to have Democratic Services Committees. The update also reflected changes to the Council's Senior Management Structure and Budget provision for Member Training and Development. Paragraphs 5.1 and 5.2 set out the role of the Democratic Services Committee in monitoring and reviewing the Strategy.

2.02 In 2013/14 the Wales Audit Office (WAO) began a new four year cycle of corporate assessments of Authorities in Wales. Flintshire's first corporate assessment was conducted in late 2014 and included comments on Member Development. The relevant parts of the WAO report are attached as Appendix 2.

2.03 At a subsequent meeting between Senior Officers and Sarah Titcombe of the WLGA it was agreed there was a need to refresh the Member Development Strategy to address the points made by the WAO. The recommendation in the WAO report was also considered at the Group Leaders meeting on the 7th April. The approved Action Plan in response to the various recommendations in the WAO report was reported to the Audit Committee meeting of the 18th March. The agreed action in relation to this recommendation stated "a review of the Member Development Programme is underway with the aim of having a broader offer for Members in partnership with the Welsh

Local Government Association. Group Leaders are being requested to promote take up of training opportunities amongst their respective Groups”.

3.00 CONSIDERATIONS

3.01 The review of the Member Development Strategy provides the opportunity to refresh its provisions to reflect initiatives that have recently been introduced. This can be reflected in a new paragraph being added to the Member Development Strategy after paragraph 3.4 along the following lines:-

“3.5 In addition to complying with the requirements of the Charter as detailed in Section 4 the Strategy’s objectives will also be achieved in the following ways:-

- Holding short information/training sessions immediately prior to scheduled committee meetings.
- Producing briefing papers / guides on emerging issues
- Holding briefing workshops on important topics
- Providing specialist training for Members of the Planning, Licensing, Audit and Pensions Committees
- Ensuring reports to Overview & Scrutiny Committees are purposeful”

3.02 As part of the Review of the Member Development Strategy all Members were consulted on the 20th April 2015 for any suggested amendments to be made to the Strategy. Councillor Ian Smith responded to say that the Strategy looked fine in principle but raised a concern about those Members who work full time having access to development events. Whilst training events are wherever practical offered at alternative times evening sessions have attracted poor attendance. Councillor Smith’s point could be accommodated by adding to the last bullet point of paragraph 5.3 the words “suitable for all Members”.

3.03 In addition to updating and amending the wording of the Strategy the Committee should review the delivery of the Strategy and in particular the points listed in paragraphs 5.2 and 3.3.

3.04 It is considered that the majority of these purposes are being met including the following:-

- Arrangements are in place for induction training following Elections and By Elections
- That an Annual Development Programme is agreed each year by the Committee.
- That the Committee receives regular feedback on Member development events
- That ongoing training is provided to Members of the Planning,

Licensing, Audit and Pensions Committees.

- That Member support is provided through the Member and Civic Support Team including assistance with member development events.
- That various Member role descriptions and other information is available to Members on a dedicated part of the Infonet and in the Members' Library.

3.05 The one aspect of the Strategy's main objectives detailed in paragraph 3.3 that the Committee may consider needs improvement is in providing support tailored to the needs of individual Members based on individual training needs analysis. Whilst arrangements are in place for each Member to have the opportunity of having an annual personal development meeting with a Senior Member to identify their training and development needs take up of this has been low. This was identified as an issue in the recent report from the Wales Audit Office (paragraph 50).

4.00 RECOMMENDATIONS

4.01 The Committee is recommended as part of the review to consider :-

- (i) Any alterations it believes appropriate to the Member Development Strategy such as those indicated in paragraphs 3.01 and 3.02 above.
- (ii) Any work that should be undertaken to improve the delivery of the Strategy such as that indicated in paragraph 3.05 above.

5.00 FINANCIAL IMPLICATIONS

5.01 There is adequate budget provision for the costs of member support and development

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report

8.00 EQUALITIES IMPACT

8.01 None as a result of this report

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 With all Members of the Council

11.00 CONSULTATION UNDERTAKEN

11.01 With all Members of the Council

12.00 APPENDICES

Appendix 1 – Member Development Strategy
Appendix 2 – Relevant parts of the WAO Report

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

MEMBER DEVELOPMENT STRATEGY

Updated March 2015

MEMBER DEVELOPMENT STRATEGY

1. Introduction

1.1 Flintshire County Council aims to provide continuously improving services which inevitably means the need for Councillors to learn and embrace new roles and responsibilities.

1.2 The Council is operating in a constantly changing environment, requiring elected members and a workforce that is flexible and responsive to change. Recent Welsh Government policies have presented the authority with an extremely challenging and demanding programme which includes:-

- A greater emphasis on working in partnership with other agencies.
- Collaborating with other local authorities to improve service delivery.
- Delivering efficiency savings year on year.
- New, challenging and changing roles for elected members.
- A strong emphasis on continuous improvement and performance measurement.

1.3 In embracing these challenges, the Council must continue to develop its members and organisation into one which:

- Is responsive to change and looks to maximise opportunities.
- Sets high performance standards and is not afraid to be measured by them.
- Makes maximum use of all resources available to it.
- Is an influential community leader.
- Is respected as a good employer and seen as a role model by others in the community it serves.

2. Purpose

2.1 To enable members to operate efficiently and effectively in fulfilling their various roles in achieving the Council's aims and objectives the Council has agreed to identify the learning and development needs of all Councillors. It is committed to undertaking development needs analyses which identify the

local and national, collective and individual development needs of all members.

2.2 For a number of years Flintshire County Council has adopted a proactive approach towards member development and support in the form of internally and externally facilitated presentations, seminars and workshops as well as through specific training courses. The Council has supported members' development through the allocation of a specific budget and applied its policy on an equal basis to all 70 members. In 2008 Flintshire was one of the first Councils in Wales to achieve the Welsh Local Government Association's (WLGA) Charter for Member support and development.

3. Member Development Strategy – Aims and Objectives

3.1 Member development refers to any development activities or training programmes specifically designed to improve the knowledge, skills and abilities of elected members in their varied roles.

3.2 This strategy aims to provide members with the skills, knowledge and understanding they need in their current roles as set out in their various role descriptions. To ensure that this strategy meets the needs of members and the Council, activities will be properly planned, resourced, monitored and evaluated.

3.3 The strategy's main objectives are:

- To help members in the performance of their various roles;
- To provide an integrated induction programme and an Annual Development Programme for all members;
- To provide support tailored to the needs of individual members based on individual training needs analysis;
- To monitor the impact of the strategy and use feedback to improve future development activities.

3.4 The Council will provide elected members with flexible and responsive training and development that is based on individual and organisational needs. This will maximise the effectiveness of members in their various roles to ensure that Flintshire County Council will be regarded as a leader in the provision of support to members.

4. Implementing the Wales Charter for Member Support and Development Requirements

- 4.1 It is fundamental to its success that members take a leading role in its development, will oversee its implementation, willingly participate with the requirements of the Charter and play a full role in evaluating and monitoring its progress and effectiveness.
- 4.2 The Wales Charter for member support and development sets out a rigorous and structured approach for member development. Set out below are the Charter's main requirements and the Council's approach to their implementation:
- 4.3 **Members committing support to the strategy and a learning culture by participating in Charter requirements** – At a meeting of the Council on 29th January, 2008 members agreed that the Council should aim for Charter status. This was subsequently obtained in the Autumn of 2008. In October 2008 the Council was awarded the Charter. This was renewed in October 2011.
- 4.4 **Undertaking a training and development needs analysis with each member to identify individual and collective development requirements.** Each member has the opportunity of having an annual personal development meeting with a senior member to identify their training and development needs. Each meeting will consider any role description the member has.
- 4.5 **Creating personal support plans for members.** At the personal development meetings each member participating will complete their personal support plan with assistance from the senior member present.
- 4.6 **Responding to the development needs of members** identified in their personal support plans through the Annual Member Development Programme and other means but recognising activities may need to be prioritised according to demand and within available resources.
- 4.7 **Devising and publishing an Annual Member Development Programme** that sets out development opportunities available to members. This will be informed by the personal support plans and by questionnaires to all members
- 4.8 **Members are supported with role descriptions** – These have been drafted and agreed for the following roles; Leader; Deputy Leader; Cabinet Members; Chairs and members of Overview and Scrutiny, Chair of Planning, Licensing and Audit Committees; Chairman and Vice-Chairman of the Council.

5. Strategy Delivery

5.1 Monitoring and reviewing the Strategy is overseen by the Democratic Services Committee. This Committee is politically balanced and meets regularly to agree and review training and development activities for elected members and oversee the implementation of this Strategy.

5.2 The purpose of the Committee's work in this respect will be: -

- To establish a comprehensive and robust member training and development process using the principles of the member support Charter.
- To ensure that member development becomes part of the overall mainstream organisational activity.
- To advise on members' support services, particularly member development
- Coordination of the annual member development programme
- To monitor progress against the Strategy's objectives (see paragraph 3 above)

5.3 All member training and development activities provided as a result of this Strategy will:

- Be secured from the most effective and appropriate training providers or facilitators from within or outside the authority.
- Respond to the expressed needs of members for method and style of delivery.
- Be provided taking into account the principles of the Council's equalities policies and be arranged at convenient times and locations.

6. Evaluation of the Strategy

6.1 Progress with the strategy will be monitored and evaluated by the Democracy & Governance Manager, Member Engagement Manager, Corporate Training Manager and most importantly by the Democratic Services Committee.

6.2 The development of members as a result of the activities will be assessed by themselves with support of senior members if participating in the personal support and development meetings.

7. Resources

- 7.1 A sum of £6,122 was included in the Council's 2014/15 budget for members training and development activities.
- 7.2 The Democracy & Governance Manager has overall responsibility for member development and is supported in this on a practical day-to-day basis by the Member Engagement Manager and the Corporate Training Manager with additional support being given by Members Services. Other officers will be expected to support this by providing in-house development activities.

APPENDIX 2

Elected members carry out their roles diligently but the impact of scrutiny is less than it might be

- 49 Cabinet members are generally well informed about their portfolios. They meet regularly with the relevant senior officers and the Leader and Deputy Leader have a constructive and trusting relationship with the Chief Executive and Chief Officers. Informal Cabinet meetings with the Chief Officer Team prior to each Cabinet meeting are productive in clarifying members' understanding of upcoming papers. The subsequent formal decision-making at Cabinet is therefore well-informed, and meetings are brisk and business-like, although the extent of debate in the public arena is often limited.
- 50 Member development programmes and training, while offered and promoted, are not well attended, and the take-up of member personal development reviews has not been a success. Appropriately, councillors may only take part in Planning or Licensing Committee meetings after undertaking specific training, and these courses are well attended. However, attendance at other training events has been poor. The Council has undertaken a review into this, and is changing the way some training is delivered. Members do not feel they have the opportunity to shape training programmes but member development is not driven at the Council.
- 51 Some longstanding members question the need for training. However, the various committees that we observed suggested that there remains the potential to improve member skills such as the chairing of meetings, the interpretation of council reports and the identification of strategic rather than ward-based issues for discussion.
- 52 The Council has six overview and scrutiny committees which are well resourced with dedicated officer support. The Council recognises that the balance of work between committees varies and the number of committees is comparatively high compared to the Welsh average. Overview and scrutiny structures have not been reviewed since 2010 and the Council is now planning to review structures.

- 53 Cabinet members support the scrutiny process well by attending meetings regularly. However, the impact that scrutiny is having on decision-making is often unclear. A high proportion of the work of scrutiny committees takes the form of monitoring reports on matters such as the budget or on performance against targets, although individual members also raise items and request reports on issues of interest to them. A small proportion of scrutiny agendas relate to 'pre-decision scrutiny' whereby committees consider issues before they reach Cabinet for decisions to be taken. All Scrutiny committees have forward programmes but it is not clear how these are influenced by corporate priorities, the Cabinet agenda or the corporate risk profile.
- 54 The level of challenge and quality of debate in scrutiny committee meetings varies. There are examples of scrutiny providing decisive challenge, such as when a task and finish group was established to review the Council's approach to target setting. However, reports presented to scrutiny committees are often for noting rather than requiring the agreement of recommendations to Cabinet. Discussion tends to lack focus as a result and the scrutiny function is limited in terms of its contribution to Council policy or priorities and in ensuring that decisions benefit from a wide range of political views.
- 55 The quality of papers presented to scrutiny committees and to Cabinet varies too much. Some reports are too long, too detailed or include unnecessary jargon, meaning that they can be difficult to understand for non-specialist members. For example, the ICT quarterly reports presented to Cabinet and committees include helpful performance indicators relating to customer satisfaction. However, references to progress on larger projects relating to systems are vaguer and rely on members referring to previous reports to get an understanding of how projects have moved on or how much work remains. Finance and budget-related papers are also not easy to understand. This means that the Council risks inadequate challenge on financial performance as members may not understand the issues fully.

Proposal for Improvement

Group Leaders should strongly encourage Members to take advantage of the Member Development Scheme

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **DEMOCRATIC SERVICES COMMITTEE**

DATE: **WEDNESDAY, 1 JULY 2015**

REPORT BY: **CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **ANNUAL MEMBER DEVELOPMENT PROGRAMME FOR 2015/2016**

1.00 PURPOSE OF REPORT

1.01 For the Committee to agree the Annual Development Programme for the Council Year 2015/16.

2.00 BACKGROUND

2.01 Flintshire was one of the first Councils in Wales to be awarded the Welsh Local Government Association's (WLGA) Charter for Member Support and Development. One of the requirements of the Charter is for the Council to have an Annual Member Development Programme. This programme is in addition to induction training and the training provided to Members of the Planning, Licensing, Pensions and Audit Committees relating to the work of those Committees. Attached as Appendix 1 is the Member Development Programme for the last Council Year.

2.02 On the 20th April all Members were written to indicating that a report would be submitted to the 1st July Democratic Services Committee meeting for it to agree this year's Member Development Programme and inviting suggested topics for this year's Programme. To assist Members in identifying suitable topics the WLGA Continuing Professional Development for Councillors draft Competency Framework was attached to the communication. The draft version of that Framework is attached as Appendix 2 to this report. The services available from the WLGA are detailed in Appendix 3.

3.00 CONSIDERATIONS

3.01 As Planning Training is important to all Members not just Planning Committee Members such training is open to all Members and traditionally included in the Annual Member Development Programme. To the extent that training forming part of last year's Programme was not delivered during the year (number 4 in appendix 1) such training should feature in this year's Programme.

3.02 In response to consultation with Members the following topics have been suggested by Members:-

- Role of Overview & Scrutiny and how best to use it as a Committee member – Councillor N. Matthews
- How to use social media / twitter / Facebook / newsletters / blogs / websites – Councillors V. Gay – this was due to be covered last year
- Training on Alternative Delivery Modules – Councillor V. Gay – as there was a Workshop on Alternative Delivery Modules subsequently provided to Members on the 29th June, this has not been included in the draft Annual Development Programme attached as Appendix 4.

3.03 In the past training has been given on chairing skills but as there are a number of new Committee Chairs since such training was last provided it is considered that this ought to be included in this year's Programme. The Public Services Ombudsman for Wales has recently issued revised Guidance on the Members' Code of Conduct and has considered that all Members ought to receive training on this. In view of the Cabinet decision to introduce webcasting of Council and Planning Committee meetings it is considered advisable for Members to receive training on the implications of this prior to its introduction. These topics have therefore been added to the draft Programme contained in Appendix 4.

4.00 RECOMMENDATIONS

4.01 For the Committee to determine the Annual Member Development Programme for the Council Year 2015/16 by adding or amending topics to Appendix 4.

5.00 FINANCIAL IMPLICATIONS

5.01 The current budget provision for Member Development is £

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report

10.00 CONSULTATION REQUIRED

10.01 With all Members of the Council

11.00 CONSULTATION UNDERTAKEN

11.01 With all Members of the Council

12.00 APPENDICES

Appendix 1 - Member Development Programme for the last Council Year.

Appendix 2 - Draft WLGA Continuing Professional Development for Councillors draft Competency Framework

Appendix 3 – Services available from the WLGA

Appendix 4 - Draft Annual Development Programme

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

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MEMBER DEVELOPMENT PROGRAMME 2014/15

1. Planning topics as determined by the Planning Strategy Group
2. Equalities and Welsh Language
3. Budget Preparation
4. Use of Facebook, Twitter, other forms of electronic communication and Councillor Newsletters.

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WLGA Continuing Professional Development for Councillors 2014/15

1. Fundamentals: A range of generic skills required by all members

Requirement	Knowledge and Skills	Effective Behaviours
Understanding of the role of councillor	The extent and limits of a councillor's individual responsibilities and powers and responsibilities in corporate governance. Also corporate responsibilities such as corporate parenting and safeguarding children and vulnerable adults.	Undertakes their role effectively in the council, the community and with partner agencies. Understands when it is and is not appropriate to act for the ward or in the interests of the area as a whole. Acts proactively to deliver outcomes within corporate responsibilities.
Understanding the role of the council	Understanding of the services delivered, both statutory and discretionary and the policies, procedures, plans and strategies which underpin them.	Is able to describe the work of the council to the public and where these responsibilities lie with other agencies such as community and town councils, voluntary sector or the Welsh Government. Contributes to the development of council plans and strategies and takes decisions in the light of these.
Balancing commitments	An understanding of time management principals including prioritisation and delegation	Maintains an effective work/life balance, managing the time available to concentrate on the issues with the most significant outcomes.
Information management	Understanding of the legal requirements of Data Protection and Freedom of Information legislation. Understanding and interpreting information and data. Ability to handle data in the format provided by the council	Receives information and data from a variety of sources and is able to store share and use it effectively and where possible electronically. Does not keep records about people without seeking their agreement. Responds promptly and appropriately to FOI requests.
Using ICT and social media	Skills in all 'Office' applications such as word processing, presentation and spreadsheets. And communication and social	Conducts all council business electronically Communicates with the community electronically and through social media where appropriate.

	media applications including email, tweeting, blogging and personal website management.	Maintains an effective, positive and ethical online presence.
Meeting preparation and participation	Understands standing orders, protocols and rules of debate. Skills in public speaking, debating, asking questions.	Prepares effectively for meetings by reading papers, analysing data, undertakes personal research and participates in any pre meetings. Contributes to positive meeting outcomes by seeking tangible decisions or actions. Effectively contributes to meetings making points clearly and succinctly Remains focussed on the business in hand Understands and applies meeting 'rules' Seeks guidance from officers and group leaders before meetings as appropriate.
Working with the media	Skills in building relationships with the media and being interviewed on TV radio and for the press.	Is a recognised source of credible information for the media. Speaks confidently, authoritatively and appropriately in interviews. Enhances the reputation of the council when appearing on screen or in print.
Self promotion	The ability to develop a profile in the community through local activities and effective communication and consultation.	Writes an annual report on achievements and activities. Is highly visible in the ward. Maintains a high standard in both personal reputation and that of the council.
Working with officers	Understanding and skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills. Understanding the role of officers and the 'rules' they need to abide by.	Maintains professional relationships with officers, recognising appropriate boundaries. Acts as an effective member of an appointment panel applying sound HR and equality and diversity principles to secure the best candidate.
Health and safety	Understanding of Health and safety legislation in the work of the council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the council and when in groups or alone in the community.
Equalities and respect	Understanding Equalities and Diversity law relating to the work of the council and the	Applies appropriate equalities legislation and demonstrates equalities values in personal

	<p>role of the councillor. Understanding of the need for and what constitutes respectful behaviour towards others</p>	<p>behaviour and council decisions. Treats everyone with respect at all times when acting as a councillor whether in the Council, community, or political group.</p>
Continuing and professional development	<p>Ability to identify personal development needs and to participate in development activities</p>	<p>Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.</p>
Conduct	<p>Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Understanding of the role of the monitoring officer. Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity .sexual orientation.</p>	<p>Abides by the code of conduct at all times. Always declares and defines interests. Seeks advice from the monitoring officer when appropriate. Treats others with respect in all settings. Demonstrates integrity. Values others. Listens. Stays calm in difficult situations</p>
Financial capability	<p>Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability. Understanding the impact of welfare reform and the austerity agenda.</p>	<p>Engages effectively in the budget setting process. Is prepared to take hard, evidence based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.</p>
Interpersonal skills	<p>Self-awareness, and skills in self management, "good manners" emotional intelligence, listening. Negotiation and mediation skills.</p>	<p>Acts in a professional and respectful manner to all people and in all places.</p>
Sustainable development	<p>Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.</p>	<p>Takes decisions based upon the needs of future generations as well as the current population.</p>

2. Local Leadership. A range of skills required by all councillors in their role as community leaders

Working with the community	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
Consultation and engagement	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. (see appendix)	Demonstrates positive outcomes as a result of effective engagement.
Voluntary sector	Understands the role and responsibilities of the voluntary sector in the area.	Builds effective relationships with the voluntary sector and communicates and works with them when appropriate
Local issues	Understands the issues of importance to people locally and throughout the council area. Knows which council plans will impact on local issues.	Works with the community and the council to find solutions to local problems. Secures funding for local initiatives.
Working with community and town councils	Understanding of the responsibilities of community councils and their forward work programmes.	Works with community councils to deliver outcomes for the community. Maintains positive relations and active communication with the community council and clerk.

3. Casework

Being accessible to the public	Understanding of and ability to arrange and publicise opportunities to discuss casework with the public.	Makes themselves available through the most appropriate means to connect with the greatest number of people. Uses surgeries, street surgeries,
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		informal settings, home and social media as appropriate.
Managing casework	Ability to use case management techniques and software and communicate and monitor progress.	Promises only that which can be delivered. Keeps the people on who's behalf they are working informed of progress. Monitors progress of cases after they have been referred to officers or other agencies. Uses the established referral schemes within the council.
Signposting	Knowledge of sources of information and advice within and outside the council.	Makes links between members of the public and the appropriate source of help in the council.

4. Political environment

Party Policy	Awareness of values and manifestos both nationally and locally.	Effectively balances the requirements of people, party, group and council.
Liaison with National Government WG and NAFW	Understanding of the functions of WG and means of engagement.	Liaises with local MPs and AMs. Brings local issues to the attention of the WG when appropriate.
Group membership	Rules and constituency group structure and policies.	

5. Scrutiny

Understand the role and potential of scrutiny for driving improvement	Understanding of the characteristics of effective scrutiny (appended).	Contributes to the work programme. Acts in a non-political and non-parochial manner when reviewing policy or monitoring performance. Prioritises the areas of work where scrutiny can make a difference. Promotes the work of scrutiny within the council.
Policy development	Understanding of the area of service or council function for which the committee is responsible	Makes evidence based recommendations.
Performance monitoring	Ability to understand complex data, financial	Identifies and challenges poor performance based on evidence.

	information, risk, reports from audit, inspection and regulatory bodies. and other information required for performance measurement.	
Meeting skills	Ability to prepare thoroughly for meetings. Ability to understand and contribute to the questioning strategy. Ability to listen and question effectively throughout the meeting.	Listens actively and effectively Makes appropriate use of pre meetings to plan a questioning strategy. Focuses on meeting outcomes using meeting processes as a means to an end.
Engaging with the public in scrutiny	Raising public awareness of scrutiny and work programmes. Ability to engage with individuals and organisations especially those traditionally excluded.	Encourages the public to become involved in the policy and decision making process through scrutiny.
Joint scrutiny	Understanding of the role, remit, terms of reference and powers of any joint scrutiny committee and the role of the individual member on that committee. To understand the role and responsibilities, priorities of regional bodies, partnerships and organisations outside the council that the committee may need to scrutinise.	Demonstrates a commitment to working jointly with scrutiny members from other authorities, partnerships and organisations.

6. Chairing

Meeting management	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Ability to engage with the public and press and viewers in the case of webcast meetings.	Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes. Ensures that the public feel welcome, understand the meeting
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		purpose and how they can contribute.
Committee leadership	An in depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members and agencies. Commitment to enabling all committee members to develop skills and participate effectively in meetings.	Works with the committee outside of meetings to develop its effectiveness and that of participating individuals. Communicates with members and officers with an interest in committee proceedings. Builds relationships with the relevant Heads of service/ directors to ensure that the work of the committee is relevant, well informed and provides the outcomes needed.
Work programme development and management	Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any sub groups.	Works with officers and committee members to develop the work plan taking account of the fit with the work of other committees. Ensures that the work programme takes account of national regional and local plans, policies and the expressed needs of the community for services. Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.
Resourcing	Ensuring that the committee has the staffing, information and finances to function effectively	Negotiates the support required by the committee

7. Statutory/Regulatory

Planning	Understanding of planning law generally. Understanding of how to apply the code of conduct to planning issues. The declaration of interests as this relates to planning matters. Understanding of the Local Development Plan. Understanding of the 'rules' for Development Management.	Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi judicial role. Transparently adheres to the Code of Conduct. Seeks appropriate advice, development or briefing before taking decisions.
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	Understanding of Sustainable Development principals and legislation including environmental, welfare and design considerations.	
Audit	Ability to scrutinise financial performance. An understanding of risk management and internal and external audit arrangements.	
Licensing	An understanding of Licensing regulations and Licensing policy. Understanding of local policies which impact in this area such as the Community Plan and wider considerations for sustainability.	
Democratic services	An understanding of the legislative requirements for a DS committee. Understanding of the requirements for member support and development. Liaison with the Head of Democratic services and Lead member for member support and development. Promoting diversity in local government.	
Standards	Understanding of the law and constitution in relation to Conduct. Ability to advise and train members of both principal and community councils in relation to the Code of Conduct	

8. Cabinet

Portfolio lead	A thorough knowledge of relevant service areas. An ability to build relationships with relevant officers and scrutiny chairs. Ability to work	Provides political direction to officers in the portfolio area Is accountable for communication, policy and performance in the portfolio area. Actively seeks and values the input of scrutiny to policy
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	collaboratively to develop a vision for the service area.	development and performance monitoring. Works with officers to consider issues, priorities and take decisions.
Collective responsibility	Ability to handle information and take decisions after full consultation and consideration of the issues. Ability to prioritise issues of most importance to the authority. Ability to work with other authorities and agencies to secure services for the Council	Takes responsibility as a cabinet member for strategic council decisions.
Taking decisions under delegated responsibilities	Understanding of the scheme of delegation. Ability to take responsibility for decisions taken under the scheme	

9. Strategic Leadership

Manage the reputation of the council	Ability to act as an ambassador for the authority	Effectively represents the council at all levels ensuring that information about the council and its services and citizens is communicated positively and with integrity.
Leadership of area/region/place	Ability to develop a vision for the area/region/locality	Works with the council and the public to collaboratively develop and communicate a local vision that is clear, supported by the public and understood by the Council.
Develop, communicate and lead a vision for the council	Ability to develop a vision for the work of the council	Works with the council to collaboratively deliver the local vision
Maintain a successful relationship with the Chief Executive and Senior Management team	Ability to communicate effectively with the Chief Executive and senior officers. Understanding of the performance appraisal process and personal skills	Meets and communicates openly and regularly. Makes expectations clear and provides political leadership. Undertake performance reviews with senior officers as appropriate.

	in conducting reviews setting objectives and giving feedback.	
Leadership of the Council	Promote and support good governance in the council Manage performance	

10. Partnership and representation

Work on outside bodies	Understanding of the role of the outside body. Understanding of the role of the councillor on the outside body whether as council representative, locality representative, or as an individual.	Reports to and from the council and outside body as appropriate. Represents the views of the council, personal views or that of the community effectively and appropriately according to the setting.
Joint committees		
Working as a school governor	Understanding of education policy and school organisation	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
Working as a member of a community or town councillor	Understanding of the role of the community council and its limits	One Voice to supply thoughts
Working as a Co-optees	Understanding of the role and limits of the role of co-optees on committees	Shares expertise with committee impartially

Councillor Development and Support Services from the WLGA: 2015-16

The work of a councillor is complex and challenging and the political, legislative and local landscape in which they work is changing constantly. Communities have high expectations of their elected representatives from the day of their election throughout their period of office. New and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.

The WLGA works with local authorities across Wales to help provide this important support to councillors. The support is informed by councillors themselves and the officers who support them.

The WLGA has over a decade of experience in providing valued training, development and support to councillors and officers. The WLGA's improvement and support role has however been refocused following the withdrawal of Welsh Government funding in 2015; the WLGA will continue to coordinate and provide strategic national guidance and support to local authorities but will offer a more focused range of bespoke in-house training and support packages to councils and councillors. The WLGA will charge for some services from 1st April 2015.

CORE SERVICES (FREE)

- **Ad hoc guidance to authorities, councillors and officers** on all aspects of councillor support and development
- **Facilitating national councillor and officer networks** to share learning, experiences and expertise, to collaborate on activities such as the production or delivery of councillor training or guidance notes
- **Developing national guidance**, with input from authorities, such as the Wales Charter for Member Support and Development, model member development strategies, role descriptions and development frameworks.
- **Developing induction and training modules and e-learning** for councillors and authorities
- **Representing local government interests and views** to ensure that the needs of councillors are promoted and that the requirements of authorities are reflected in Welsh Government policies, programmes and legislation
- **Signposting authorities** to, and briefing of, consultants and trainers who can provide specialist training and development for councillors in Wales
- **Promoting leading practice and raising standards** of councillor development and support through the Wales Charter for Member Support and Development
- **Supporting councils' arrangements for personal development review for councillors**, including workshops for those involved and undertaking or sourcing peers to undertake reviews for councillors who chose to seek this outside of their local arrangements
- **Liaising with national partners** to ensure any councillor development or training programmes that may be offered in future are appropriate, proportionate and add value

TRAINING

Coaching, training and workshops will be provided by WLGA officers, unless otherwise specified or requested.

Councillor skills workshops: £200 plus VAT

- **Chairing skills for councillors:** An interactive workshop covering the key skills required to chair meetings effectively. This provides councillors with some examples of good practice and encourages them to consider their own performance as chairs or vice chairs.
- **Chairing skills for scrutiny:** A similar workshop catering for the specialist needs of the chairs of overview and scrutiny committees.
- **Scrutiny Questioning skills:** An interactive workshop on outcome focused questioning strategies and techniques for scrutiny committee members.
- **Effective scrutiny:** An opportunity for scrutiny members to review their approaches to outcome focused scrutiny which makes an impact.
- **How to be a mentor:** An interactive workshop where members have opportunities to develop practical skills in mentoring new or inexperienced members.
- **Similar bespoke workshops on request** where expertise is available in the WLGA. For example induction workshops.

Workshops are typically 2hrs. Maximum numbers 15 councillors per workshop. Workshops can be delivered to councillors from one or a group of authorities.

- **Other skills or subject matters:** The WLGA aims to be responsive and, on request, will seek to signpost to relevant trainers or may deliver and/or commission other sessions in response to emerging councillor development and training needs where possible. Fees may vary depending on whether additional external trainers are required.

Regional/National Workshops on new or key areas of councillor skills and knowledge: £75 plus VAT per delegate (4 for the price of 3 for multiple bookings).

Individual Coaching for Councillors: £200 plus VAT for 4 confidential sessions (plus cost of any psychometrics). Sessions will be provided by a WLGA qualified coach, to help councillors address current or new challenges, role changes or personal skills.

Individual Support for Chairs: £400 plus VAT. Confidential one-to-one support for chairs focusing on improving confidence and performance in meetings and on webcasts. This would include observation of meetings, feedback on performance and 3 coaching sessions

FOR FURTHER INFORMATION, CONTACT:

Sarah Titcombe

Policy and Improvement Officer (Democratic Services) 029 20468638

sarah.titcombe@wlga.gov.uk www.wlga.gov.uk @welshlga

Draft Member Development Programme 2015/16

1. Planning Topics or determined by the Planning Strategy Group
2. Use of Facebook, Twitter, other forms of electronic communications and Councillor newsletters
3. Chairing Skills
4. Members Code of Conduct
5. Webcasting of meetings

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **DEMOCRATIC SERVICES COMMITTEE**

DATE: **WEDNESDAY, 1 JULY 2015**

REPORT BY: **CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **MEMBERS' SUPPORT**

1.00 PURPOSE OF REPORT

1.01 For the Committee to satisfy itself that all Members are given as much support as is necessary to enable them to fulfil their duties effectively.

2.00 BACKGROUND

2.01 In the Independent Remuneration Panel for Wales (The Panel) Annual Report issued in February 2015 it determined that each Authority through its Democratic Services Committee must ensure that all its Members are given as much support as is necessary to enable them to fulfil their duties effectively. The determination went on to indicate that all elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information. The relevant part of The Panel's Report is attached as Appendix 1.

2.02 In 2008 Flintshire was one of the first Council's in Wales to achieve the Welsh Local Government Association's (WLGA) Charter for Members' Support and Development. In order to obtain the Charter the WLGA had to be satisfied that there were appropriate arrangements in place to support all Members to fulfil their duties effectively. Continuing compliance with the Charter was confirmed when it was successfully renewed in October 2011.

3.00 CONSIDERATIONS

3.01 The determinations made in the Annual Report of The Panel refer to the support Members should be provided with in relation to telephone, email and electronic access to appropriate information. Some authorities (not Flintshire) had re-charged Members for the cost of such support and The Panel's Determination 7 reinforces its previous advice that such support should be made without cost to individual Members.

3.02 In Flintshire telephone facilities are provided in each political group room and in Members Services. In addition Members with special responsibilities are provided with mobile devices and the cost of

business calls is met by the Council. Recently all Members have been offered Member iPads to improve the email facilities and provide electronic access to appropriate information. This has enabled the Council to make budget savings in relation to printing and postage costs.

4.00 RECOMMENDATIONS

4.01 The Committee is recommended to confirm that all Members are given as much support as is necessary to enable them to fulfil their duties effectively and are provided with adequate telephone and email facilities and electronic access to appropriate information.

5.00 FINANCIAL IMPLICATIONS

5.01 Appropriate budget provision is made for Member Support.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a result of this report.

12.00 APPENDICES

Appendix 1 – Extract from the Annual Report of the Independent Remuneration Panel for Wales

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None

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Supporting the work of local authority elected members

3.21 The Panel remains concerned that there has been wide variation and inconsistency of support provided to members. Some authorities made a flat rate payment; some provided IT equipment and consumables; some provided funded telephones/mobiles and/or tablets. Others made little or no provision, and in at least one instance a deduction was made from basic salary.

Insufficient support potentially undermines the ability of members to discharge their functions effectively.

3.22 The Panel expects that the support provided should take account of the specific needs of individual members. The functions of Democratic Services Committees include a requirement to review the level of support provided to members to carry out their duties and the Panel would expect these committees to carry this out and bring forward proposals to the full council as to what is considered to be reasonable.

3.23 The Panel has been requested to give additional guidance in relation to the level of basic IT provision for members of principal authorities. The Panel is of the view that it is necessary for each elected member to have ready use of telephone and e-mail services, and to have electronic access to appropriate information via an internet connection. This comprises the necessary provision for a member to be in proper contact with council services and to maintain contact with those they represent. Many councils in Wales are committed to 'paperless working' and without electronic access a member would be significantly limited in his or her ability to discharge their duties. As indicated above it is the responsibility of each council through its Democratic Services Committee to establish its provision of support based on an assessment of the needs of its members. It would not be appropriate for such facilities only to be available within council offices within office hours. When specific training, additional needs or matters of disability apply, each authority will need to assess any particular requirements of individual members.

Determination 6: The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information.

Determination 7: The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and/or efficiency of members.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **DEMOCRATIC SERVICES COMMITTEE**
DATE: **WEDNESDAY, 1 JULY 2015**
REPORT BY: **CHIEF OFFICER, GOVERNANCE**
SUBJECT: **FEEDBACK ON MEMBER DEVELOPMENT EVENTS**

1.00 PURPOSE OF REPORT

1.01 To provide the committee with feedback on Member development events held since these were reported to committee on the 28 January 2015.

2.00 BACKGROUND

2.01 At all member development events the Members present are asked to complete an evaluation form giving their feedback on it. It is the practice to provide an analysis of this feedback to meetings of this committee on a regular basis.

2.02 Since feedback was last reported to the Committee there have been the following member development events:-

21 January – Treasury Management
10 March – Diversity, Equality and Welsh Language
16 March – Revised Planning Code of Practice
31 March – Revised Planning Code of Practice
9 June – Corporate Parenting

2.03 The graphs showing feedback received for each of the above are attached as Appendix 1 to this report.

3.00 CONSIDERATIONS

3.01 It is considered important to receive Member feedback on development events to monitor the quality of them and to identify any issues that can be improved for future member development events.

3.02 Whilst Members will note the disappointing low attendance at the Diversity, Equality and Welsh Language training the feedback from that and the other events is positive. Members may wish to make observations on their experience of any of the events they attended or make suggestions for improvements for future member development events.

4.00 RECOMMENDATIONS

4.01 That Members consider the feedback in the appendix so as to inform arrangements for future Member development events.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a result of this report.

12.00 APPENDICES

12.01 Appendix 1 – Feedback received for each training session.

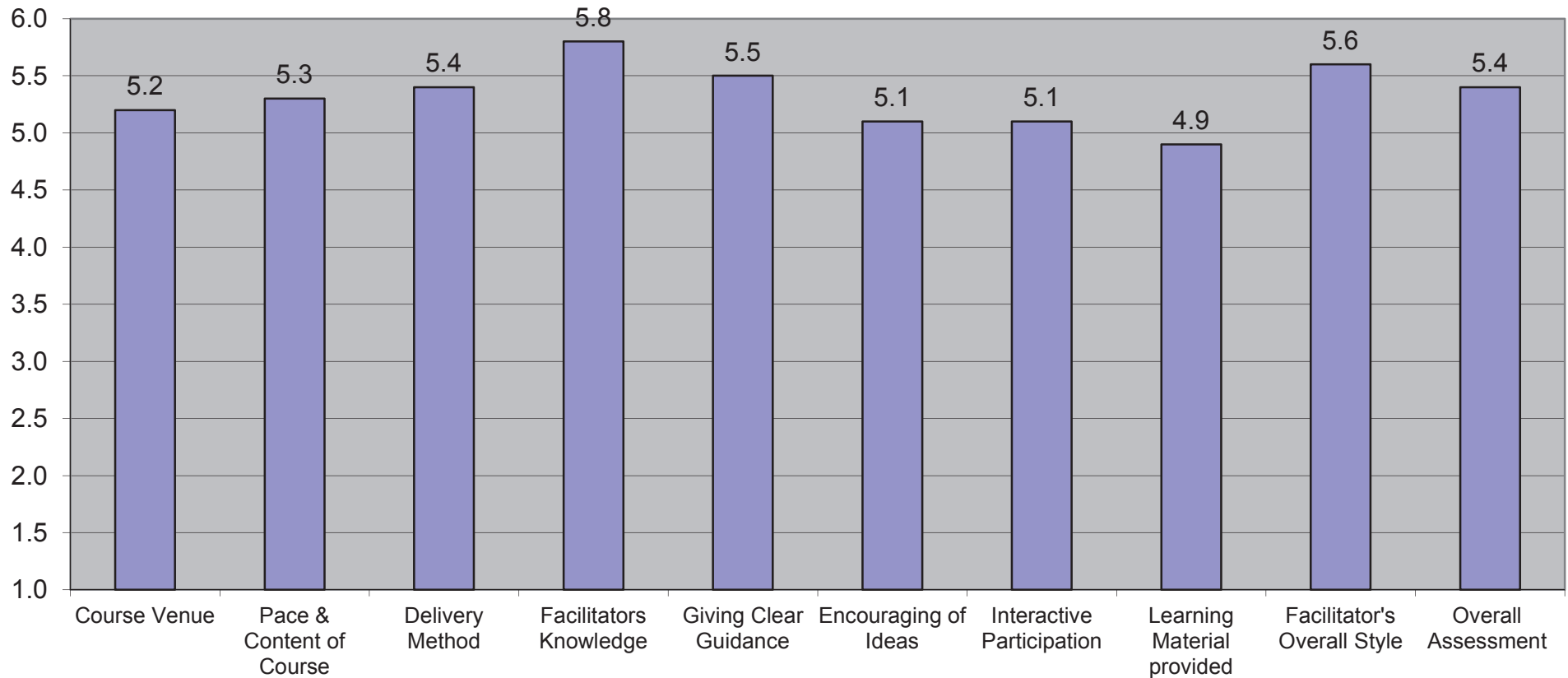
**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None

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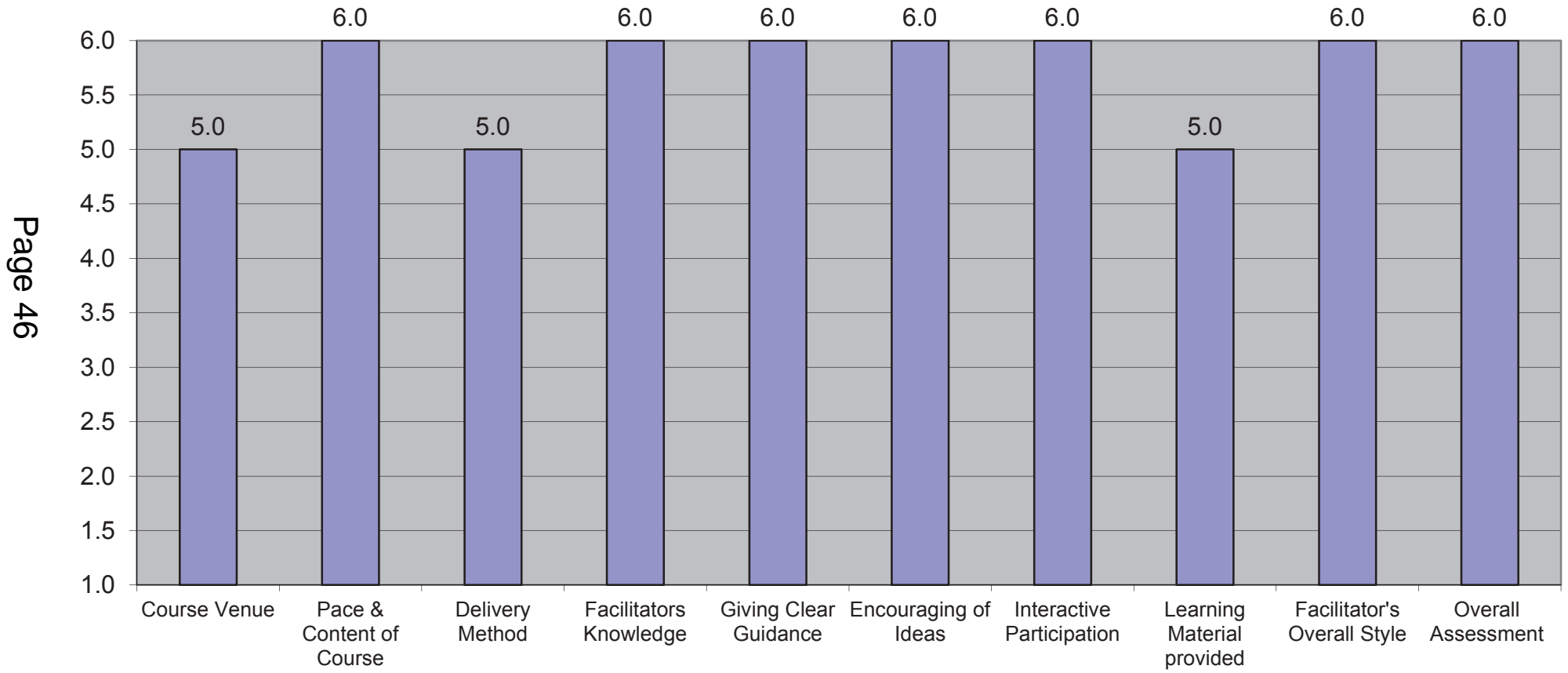
Member Training - Treasury Management
21st January 2015, 9.30 am - 12.00 pm - Alyn & Deeside Room
Lead Officer: N. Keeling (Arlingclose Ltd)- 18 Member's Attended

Page 45



1 Poor - 6 Excellent

Member Training - Diversity, Equality and Welsh Language
10th March 2015, 2.30 pm - 4.30 pm - Alyn & Deeside Room
Lead Officer: Fiona Mocko
3 Attendees

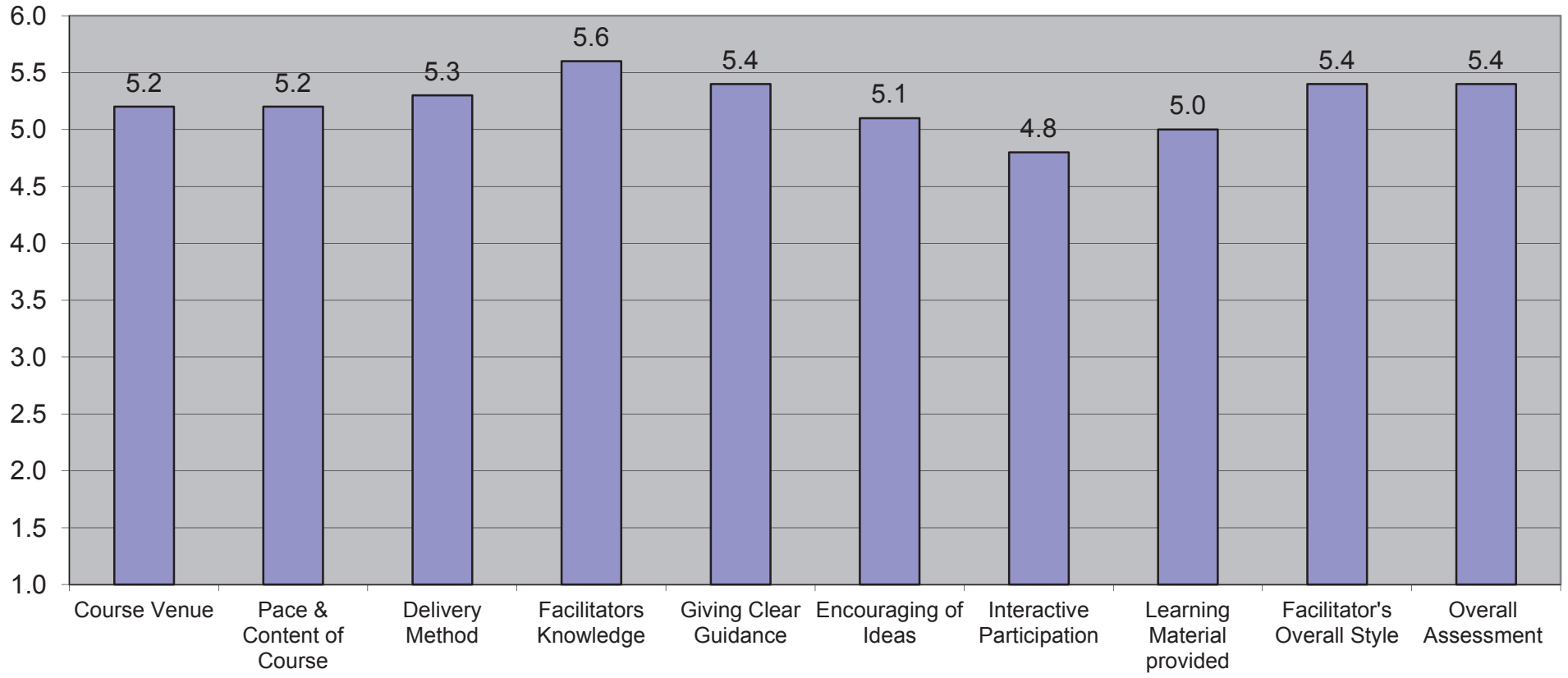


Page 46

1 Poor - 6 Excellent

Member Training - Revised Planning Code of Practice
16th March 2015, 10.0 am - 1.00 pm - Alyn & Deeside Room
Lead Officer: Andrew Farrow
24 Attendees

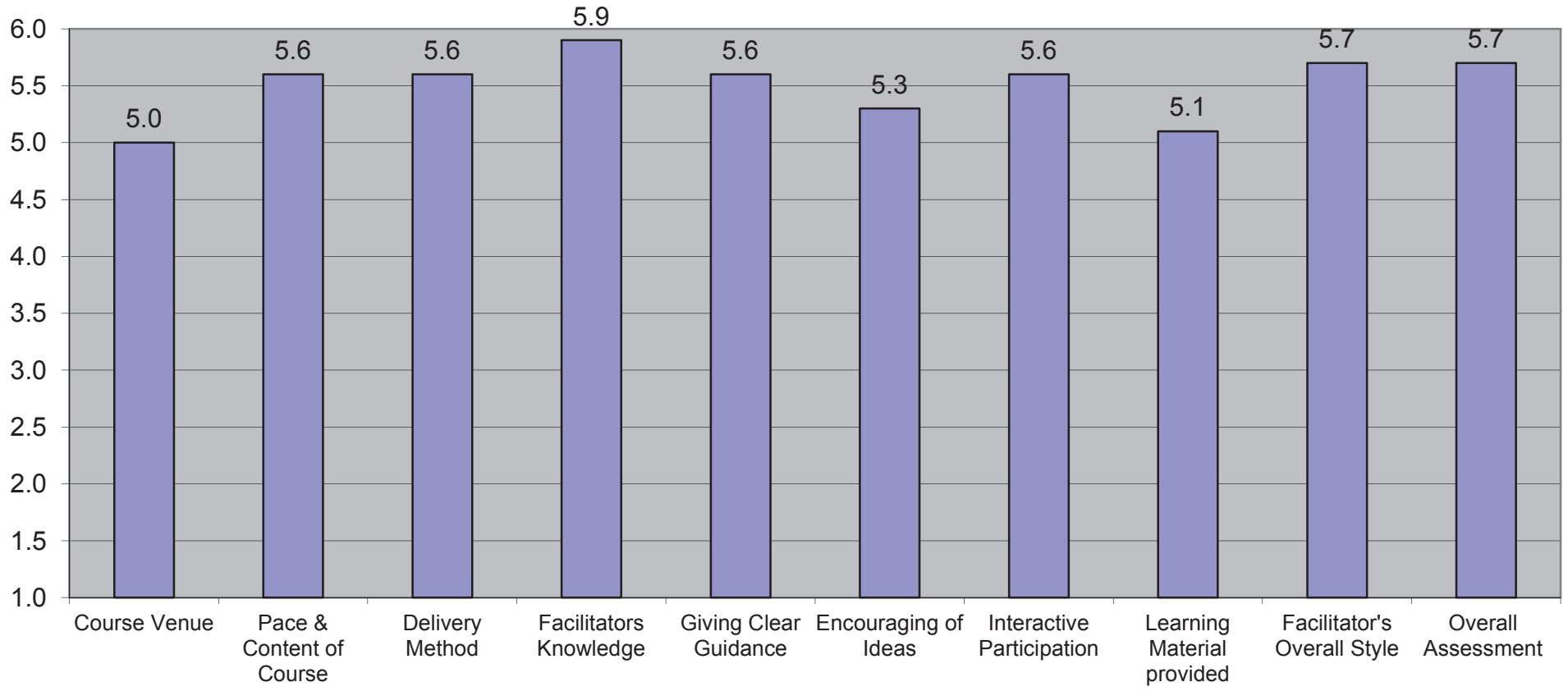
Page 47



1 Poor - 6 Excellent

Member Training - Revised Planning Code of Practice
31st March 2015, 2.00 pm - 5.00 pm - Alyn & Deeside Room
Lead Officer: Andrew Farrow
10 Attendees

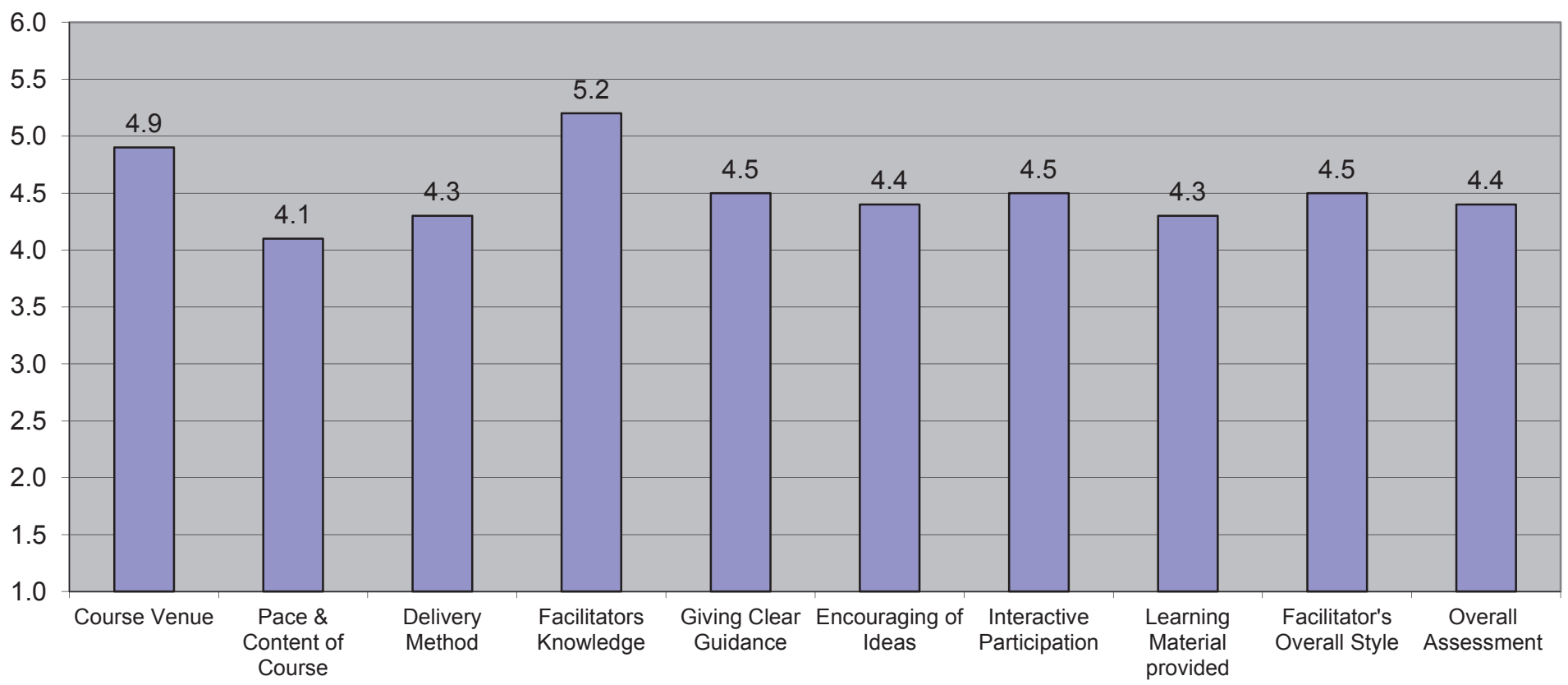
Page 48



1 Poor - 6 Excellent

Member Training - Corporate Parenting
9th June 2015, 9.30 am - 12.30 pm - Alyn & Deeside Room
Lead Officer: Peter Lund
20 Attendees

Page 49



1 Poor - 6 Excellent

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