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Contact Officer:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

To: All Members of the Council

18 October 2017

Dear Councillor

You are invited to attend a meeting of the Flintshire County Council which will be held at 2.00 pm on Tuesday, 24th October, 2017 in the Council Chamber, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES FOR ABSENCE

Purpose: To receive any apologies.

2 MINUTES (Pages 5 - 18)

Purpose: To confirm as a correct record the minutes of the meeting held on 27 September 2017.

3 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

4 CHAIRMAN'S COMMUNICATIONS

Purpose: To receive the communications as circulated.

5 PETITIONS

Purpose: To receive any Petitions.

6 PUBLIC QUESTION TIME

Purpose: To receive any Public Questions.

7 QUESTIONS

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

8 NOTICE OF MOTION

Purpose: To consider any Notices of Motion.

9 ARMED FORCES ANNUAL REPORT (Pages 19 - 46)

Report of Chief Executive

Purpose: To endorse the Annual Report for the Council's Armed Forces Covenant prior to publication

10 ANNUAL PERFORMANCE REPORT 2016/17 (Pages 47 - 162)

Report of Chief Executive

Purpose: To endorse the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to publication.

11 INDEPENDENT REMUNERATION PANEL FOR WALES (IRPW) DRAFT ANNUAL REPORT FOR 2018/19 (Pages 163 - 248)

Report of Chief Officer (Governance)

Purpose: To enable the Council to consider and comment on the Independent Remuneration Panel for Wales (IRPW) Draft Annual Report for 2018/19.

12 REAPPOINTMENT OF TOWN AND COMMUNITY COUNCIL REPRESENTATIVE TO THE STANDARDS COMMITTEE (Pages 249 - 252)

Report of Chief Officer (Governance)

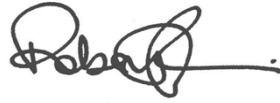
Purpose: To reappoint the Town and Community Council representative for a further term on the Standards Committee.

13 FOR INFORMATION - APPOINTMENTS TO OUTSIDE BODIES (Pages 253 - 272)

Report of Chief Officer (Governance)

Purpose: To inform the Council of progress which has been made on our appointment of members to national and regional Outside Bodies.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

WEBCASTING NOTICE

This meeting will be filmed for live broadcast on the Council's website. The whole of the meeting will be filmed, except where there are confidential or exempt items.

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.

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FLINTSHIRE COUNTY COUNCIL
27th SEPTEMBER 2017

Minutes of the meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Wednesday, 27th September 2017

PRESENT: Councillor Brian Lloyd (Chairman)

Councillors: Mike Allport, Bernie Attridge, Glyn Banks, Sean Bibby, Chris Bithell, Sian Braun, Helen Brown, Clive Carver, Geoff Collett, Bob Connah, David Cox, Jean Davies, Rob Davies, Ron Davies, Adele Davies-Cooke, Chris Dolphin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Mared Eastwood, Carol Ellis, David Evans, Veronica Gay, George Hardcastle, David Healey, Gladys Healey, Patrick Heesom, Cindy Hinds, Andrew Holgate, Dave Hughes, Kevin Hughes, Ray Hughes, Dennis Hutchinson, Joe Johnson, Paul Johnson, Rita Johnson, Christine Jones, Richard Jones, Tudor Jones, Colin Legg, Mike Lowe, Dave Mackie, Hilary McGuill, Billy Mullin, Ted Palmer, Mike Peers, Michelle Perfect, Vicky Perfect, Neville Phillips, Tony Sharps, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Owen Thomas, Martin White, David Williams, David Wisinger and Arnold Woolley

APOLOGIES:

Councillors: Janet Axworthy, Haydn Bateman, Marion Bateman, Derek Butler, Richard Lloyd, Mike Reece and Ian Roberts

IN ATTENDANCE:

Chief Executive; Deputy Monitoring Officer;

27. PRESENTATIONS

In recognition of the Council's recent successes in the Constructing Excellence Wales Awards 2017:

- Client of the Year – nominated by Wates Residential in recognition of the partnership working on the Strategic Housing and Regeneration Programme (SHARP); and
- Sustainability Award – awarded to Galliford Try, the contractor appointed by the Council to build the Holywell Learning Campus.

The Chairman welcomed both the SHARP team and the School Modernisation Team to the meeting. The Chief Executive explained that the Council had been successful at the Constructing Excellence Wales (CEW) Awards Ceremony held at the Celtic Manor on Friday 14th July, picking up two awards. The SHARP team was awarded with the 'Constructing Excellence in Wales Award 2017 – Client of the Year – Overall Winner'. Galliford Try had been awarded in the Sustainability category for the Holywell Learning Campus.

Councillor Bernie Attridge said that he was honoured to have been in attendance at the awards ceremony and outlined the excellent projects which had been placed in the same category. He thanked the whole team and Whaites for an excellent partnership with the Council.

Councillor David Healey congratulated Galliford Try for their award. He said that when the Education & Youth Overview & Scrutiny Committee had visited the Holywell Learning Campus he had been overawed, he considered the school to be a remarkable achievement and paid tribute to all those involved in its creation.

28. MINUTES

The minutes of the meeting held on 20th June 2017 were submitted.

On a point of accuracy, Councillor Heesom asked that the wording 'that there is concern that the private sector does not appear to be meeting the level of supply of housing that was needed' included with his comments on minute number 23.

RESOLVED:

That, subject to the amendment on minute number 23 of 20th June 2017, the minutes be approved and signed by the Chairman as a correct record.

29. DECLARATIONS OF INTEREST

The Monitoring Officer advised that a personal interest would be recorded on behalf of all Members present who were members of the Clwyd Pension Fund. He took the opportunity to remind Members of the need to keep their Register of Interest Forms up to date should any changes have occurred since their election. This could be done by completing 'Form C' and submitting to Democratic Services.

30. COMMEMORATION AND TRIBUTES TO THE LATE COUNCILLOR RON HAMPSON

The Leader of the Council led the tributes to the late Councillor Ron Hampson. He commented on the dedication, commitment and love he displayed for his family; for Rita, Michelle and Stephen and the active part he played in the life of the Council since its inception. He spoke of his appetite for political discussion, his dedication to the Labour Party and how he was a dedicated and ever-present campaigner. He was passionate about helping people and representing people's needs and was happiest when speaking to residents within his ward. He said that he was thankful for the opportunity to have served alongside Councillor Hampson and that the Council would be poorer for his sad passing.

Councillors Martin White, Ron Davies, Neville Phillips, Mike Peers, Clive Carver, Brian Lloyd, Dennis Hutchinson, Patrick Heesom, Tony Sharps, Rita Johnson and Carol Ellis also paid tribute to Councillor Hampson, commenting particularly on his kindness, popularity, helpfulness, his dedication to the residents of Buckley and how much he would be missed.

31. CHAIRMAN'S COMMUNICATIONS

A copy of the Chairman's Communications had been circulated to all Members prior to the meeting.

The Chairman particularly commented on the Queens Baton Relay for the Commonwealth Games and thanked Theatr Clwyd for their hospitality. He commented on the Earl of Wessex visit at Theatr Clwyd which had been successful and Councillor Ron Hampson's funeral and the high number of people in attendance.

32. PETITIONS

None were received.

33. PUBLIC QUESTION TIME

None were received.

34. QUESTIONS

None were received.

35. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chief Officer (Governance) explained that a question had been received from Councillor Heesom on the Environment Overview and Scrutiny Committee minutes from the meeting held on 16 May, 2017.

Councillor Patrick Heesom referred to the minutes of the Environment Overview & Scrutiny Committee meeting held on 16 May, 2017. He raised concern that the matter of the Welsh Government consultation on the A494/A55 improvements had not been considered by the full Council or discussion/debate. He also raised concern around the recommendation of the Welsh Government which he felt did not benefit the area of Flintshire which he represented.

Councillor Heesom invited the Leader of the Council to answer the questions. On a point of procedure, the Chief Officer (Governance) explained that it was his understanding that notice had been given to ask the question of the Chair of Environment Overview and Scrutiny Committee. Had it been explained that the question was to the Leader of the Council, the question would not have been accepted as it did not meet the required notice period which was 10 working days for such a question.

The question was, therefore, dismissed.

36. NOTICES OF MOTION

Two Notices of Motion had been received:

(i) Councillors Bernie Attridge and Kevin Hughes:

"The disaster at Hillsborough Stadium in Sheffield on 15th April 1989 led to the deaths of 96 innocent people who had left their homes that morning to watch a football match

Due to crowd control mismanagement, those fans, whose ages ranged from 10 to 67 years old, lost their lives. This disaster directly affected families in Flintshire.

It is saddening to compare the behaviour of those who were in positions of responsibility and public trust with the dignity and courage displayed by the families of the 96, who have continued since 1989 to fight for justice whilst coping with the loss of their loved ones. The council cannot overlook the hurt and distress caused by the lies and smears printed in The Sun at that time – especially to the families of the 96.

Neither can we overlook The Sun's stubborn refusal to apologise properly for the hurt it caused until it became clear to the newspaper that public opinion demanded such an apology.

On April 26th 2016 a jury returned verdicts of unlawful killing in relation to each victim. It is this Council's hope that in due course the conclusions reached by the Hillsborough inquest will come to finally result in justice for the victims of this tragedy.

We express our support for those affected by the disaster and commend the continuing efforts of relatives and friends of the victims in their search for justice. We condemn the behaviour of The Sun newspaper and we as a Council will support any Flintshire retailer or newspaper vendor that choose not to sell The Sun newspaper. We lend our support to the campaign "Total Eclipse of The Sun" in solidarity with fellow councils in the North West of the United Kingdom."

This was seconded by Councillor Kevin Hughes.

In support of their joint Motion, Councillor Attridge spoke about the terrible events at Hillsborough which had led to the deaths of 96 innocent football fans due to crowd mismanagement and how the disaster had affected the lives of residents in Flintshire. Councillor Attridge said that it was saddening to compare the behaviour of those in a position of responsibility and trust to those families that had been fighting for justice while coping with the loss of their loved ones. He said that the Council could not overlook the lies printed in the Sun Newspaper at that time or its stubbornness to print an apology to the families, and that the Council express support to those affected by the disaster and commend the continuing effort of relatives and friends in their search for justice. He concluded that the Council would support any newspaper vendor who chose not to sell the Sun Newspaper.

Councillor Kevin Hughes in formally seconding the Motion clarified that the reason for submitting the Notice of Motion was that in July 2016 the inquest into the tragedy at Hillsborough found that the 96 victims had been unlawfully killed. He explained that the Notice of Motion did not seek a ban of the Sun Newspaper as had been speculated but was to support Flintshire families who had been affected and outlined a recent

article which had appeared in the Sun Newspaper, which he felt did now show that lessons had been learnt.

Councillor Neville Phillips, whilst commenting on the terrible events at Hillsborough, felt that he could not support the Notice of Motion as the Liberal Democrat Party, for which he was a Member, stood for liberty and freedom for any individual and therefore felt that it would be hypocritical to support banning the Sun Newspaper.

A number of Members spoke against the Notice of Motion, citing their concern of taking away people's freedom of choice in buying the Sun Newspaper. Councillor Hilary McGuill commented on the financial burden that would be placed on newsagents who decided not to sell the Sun Newspaper and asked if the Council would be reimbursing them as part of the support outlined within the Notice of Motion.

Councillor Clive Carver questioned why the Notice of Motion being debated differed from the version which had been published on social media earlier in the year. The Chief Officer (Governance) reported on the process for Members to submit Notices of Motion and explained that amendments to the original Motion had been suggested by himself and the Chief Executive.

A number of Members spoke in support of the Notice of Motion, citing the principles to support families affected by the Hillsborough disaster. Councillor Aaron Shotton explained that the Motion did not seek newsagent to not stock/sell the Sun Newspaper but would support any that chose not to.

Councillor Woolley moved an amendment that the Notice of Motion end at "The Sun Newspaper" in the second line of the last paragraph. This amendment was not accepted by Councillors Attridge and Hughes. The amendment was seconded by Councillor Richard Jones who commented that he supported the sentiment of the Motion but had to agree with previous comments around taking away peoples freedom of choice.

On being put to the vote, the amendment was lost.

In his right of reply, Councillor Attridge said that the campaign 'Total Eclipse of the Sun' had contacted all Council's asking for their support and a number of Council's across the Country had already passed similar Motions. He asked that all Members support the Notice of Motion as shown in the agenda and requested a recorded vote. The requisite number of Councillors stood in support of this.

The substantive motion was then put to the vote and carried.

The following Councillors voted for the Notice of Motion:

Bernie Attridge, Glyn Banks, Sean Bibby, Chris Bithell, Helen Brown, Geoff Collett, David Cox, Paul Cunningham, Ron Davies, Ian Dunbar,

Andy Dunbobbin, Carol Ellis, David Evans, George Hardcastle, David Healey, Gladys Healey, Cindy Hinds, Dave Hughes, Kevin Hughes, Ray Hughes, Joe Johnson, Paul Johnson, Christine Jones, Mike Lowe, Dave Mackie, Billy Mullin, Ted Palmer, Michelle Perfect, Vicky Perfect, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Martin White, David Williams and David Wisinger.

The following Councillors voted against the Notice of Motion:
Clive Carver, Bob Connah, Chris Dolphin, Neville Phillips, Tony Sharps and Owen Thomas.

The following Councillors abstained from voting on the Notice of Motion:
Mike Allport, Sian Braun, Jean Davies, Rob Davies, Adele Davies-Cooke, Rosetta Dolphin, Mared Eastwood, Veronica Gay, Patrick Heesom, Andrew Holgate, Dennis Hutchinson, Rita Johnson, Richard Jones, Tudor Jones, Colin Legg, Brian Lloyd, Hilary McGuill and Mike Peers.

(ii) Councillor Clive Carver

“This Council decries the Welsh Government for promoting the building of more houses whilst at the same time not ensuring that NHS Wales has sufficient GP doctor’s surgeries to cope with the existing population, let alone the increase in population that these houses will bring”.

In speaking on his Notice of Motion, Councillor Carver commented on the requirement by the Welsh Government for the Council to have a supply of land for building and the work on-going on the publication of the Local Development Plan (LDP) which would focus on delivering sustainable development in the County for the next 15 years. He said that the Welsh Government required growth but does not, through NHS Wales, provide adequate funding to support this. He outlined cases where the number of GPs has reduced but the number of patients had increase due to building of more houses and how this was being repeated across the County.

Councillor Peers proposed an amendment to the Notice of Motion to replace the words ‘to cope with the existing population’ with ‘for the capacity to cope with the existing population’. This amendment was seconded by Councillor Veronica Gay who spoke in support of the Notice of Motion based on the current lack of facilities in the ward in which she represented.

Councillor Heesom said that he could not support the Notice of Motion due to the shortage of housing within the County and commented on the need to continue to build homes with the adequate infrastructure.

A number of Councillors spoke in support of the amendment, citing the difficulties in getting GP appointments especially in rural areas of the County. Councillor Chris Bithell commented on the need for an increased

housing supply and also the shortage of qualified GPs which was a countrywide problem.

Councillor Aaron Shotton spoke in support of the amendment but gave notice of a further amendment.

Councillor Richard Jones spoke in support of the amendment and said that residents had a right to services. He did not understand why Welsh Government had made a ruling on planning policy TAN1, which he felt had created the problem and commented that if houses continued to be built, services would be 'watered down'. He agreed that houses were needed but alongside that consideration was needed for appropriate services.

In response to comments around the LDP, the Chief Officer (Governance) explained that the Council asked developers if they had any sights they wanted to be included in the LDP. The Council then assessed those sites which were then reported to Planning Strategy Group which was a private meeting. Those documents would become public at the appropriate stage. It was designed to plan for all public services required and the Planning team engaged NHS Wales to plan for the expected levels of growth.

On being put to the vote, the amendment was carried. The substantive motion was now "This Council decries the Welsh Government for promoting the building of more houses whilst at the same time not ensuring that NHS Wales has sufficient GP doctor's surgeries for the capacity to cope with the existing population, let alone the increase in population that these houses will bring".

Councillor Shotton moved a further amendment that the following wording be added to the beginning of the Notice of Motion:-

"This Council calls upon UK Government and Welsh Government to ensure that adequate funding is forthcoming to address local GP capacity, due to the requirement by the WG to further promote".

The remaining Notice of Motion was to remain the same following the deletion of the wording "This Council decries the Welsh Government for promoting".

In speaking to the amendment, Councillor Shotton said that the Council should not decry the Welsh Government. He recognised there was a need for additional GPs and about the balance that was needed. Without the resources of funding to NHS Wales, there would be no change. There needed to be adequate funding initially from UK Government to Welsh Government to ensure that there was sufficient GPs to meet the need.

Councillor Carver felt the word "decry" should remain due to NHS Wales using funding for other projects and not sufficiently for the NHS.

Councillor Ellis said that an increase of housing being built also had a detrimental effect on hospitals and suggested that health and social care across Wales needed to be reviewed.

On being put to the vote, the amendment as circulated by Councillor Aaron Shotton, including the successful amendment by Councillor Peers, as read out by the Chief Officer (Governance) for clarity, was carried.

Councillor Carver requested a recorded vote but was not supported by the requisite number of Members.

On being put to the vote, the amendment became the substantive motion and on being put to the vote, was carried.

RESOLVED:

- (a) That the Notice of Motion from Councillor Attridge and Kevin Hughes be supported as follows: “The disaster at Hillsborough Stadium in Sheffield on 15th April 1989 led to the deaths of 96 innocent people who had left their homes that morning to watch a football match. Due to crowd control mismanagement, those fans, whose ages ranged from 10 to 67 years old, lost their lives. This disaster directly affected families in Flintshire. It is saddening to compare the behaviour of those who were in positions of responsibility and public trust with the dignity and courage displayed by the families of the 96, who have continued since 1989 to fight for justice whilst coping with the loss of their loved ones. The council cannot overlook the hurt and distress caused by the lies and smears printed in The Sun at that time – especially to the families of the 96. Neither can we overlook The Sun’s stubborn refusal to apologise properly for the hurt it caused until it became clear to the newspaper that public opinion demanded such an apology. On April 26th 2016 a jury returned verdicts of unlawful killing in relation to each victim. It is this Council’s hope that in due course the conclusions reached by the Hillsborough inquest will come to finally result in justice for the victims of this tragedy. We express our support for those affected by the disaster and commend the continuing efforts of relatives and friends of the victims in their search for justice. We condemn the behaviour of The Sun newspaper and we as a Council will support any Flintshire retailer or newspaper vendor that choose not to sell The Sun newspaper. We lend our support to the campaign “Total Eclipse of The Sun” in solidarity with fellow councils in the North West of the United Kingdom.”; and
- (b) That the amendment to the Notice of Motion from Councillor Carver as put forward from Councillor Aaron Shotton, including the successful amendment by Councillor Peers, be supported as follows: “That this Council calls upon both UK and Welsh Government (WG) to ensure that adequate funding is forthcoming to address local GP capacity, due to the requirement by the WG to further promote the building of more houses whilst at the same time not ensuring that NHS Wales has sufficient GP doctor’s surgeries or the capacity to cope with the existing population, let alone the increase in population that these houses will bring”.

37. COUNCIL PLAN 2017-23

The Chief Executive introduced the report on the Council Plan 2017-23. The Plan had been reviewed and updated to reflect the key priorities of the Council for the 5 year term under the newly elected administration.

The Plan had six priorities with sub-priorities, with the six priorities taking a long term view of the aims for the next five years. The Plan had been presented to all six Overview & Scrutiny Committee's, four of which supported with no comments and two supported the Plan but with specific comments which were presented to Cabinet. A copy of the amendments to the Plan, recommended by Cabinet had been circulated to all Members prior to the start of the meeting.

Councillor Aaron Shotton thanked all Members who had contributed to the Plan, including the views that had been made at the Overview and Scrutiny Committees. Constructive comments from those Committees had been accepted by the Cabinet earlier in the day and were now recommended to Council. He said the six key priorities were the key priorities based on social issues which were high up on the agenda of the administration. At a time of financial austerity it was important to focus on the priorities.

Councillor Richard Jones commented on the first amendment around 'Ambitious Council' and said that during the meeting of Corporate Resources Overview and Scrutiny he did not mention any particular town and had requested that "especially for residential use" be removed which had been supported by the Overview & Scrutiny Committee. He felt developers would use this high level document to fragment town centres to provide residential areas and asked that this wording be removed.

Councillor Jones also commented on the development of regional and local transport strategies and sought to ensure equitable spend across towns and not just Deeside. He wanted a plan that forwarded the economic development of all towns and queried why the recommendations around this which had been put forward from the Overview & Scrutiny Committee had not been put forward. The Chief Executive said the wording had been improved, on the first point, to de-emphasise housing; in the spirit of the Corporate Resources Overview & Scrutiny Committee the wording suggested multi-use development of town centres to support their vitality. On the second point, there was a discussion on equitable allocation of resources across town centres, and as advised during the Corporate Resources Overview & Scrutiny Committee, it was not possible parity as much of the funding received often came from Government sources and were targeted to areas with specific characteristics such as deprivation.

Councillor Attridge clarified that the priority to develop a renewed approach to supporting town centres and the specific wording around 'residential use' related to improvements to properties above shops in town centres. The Chief Executive added that planning policy and the Local Development Plan would provide the safeguards against housing over-development.

Councillor Peers commented on page 34 on developing the Council housing growth needs and queried how the figure of 50 homes had been derived at and how did it relate to demand. On the milestones and measure document he could not see

the achievement milestone linked to the action plan for the development of council houses and asked that this be looked at. On page 38, residential care and plans for 2017/18 and ensuring care home provision, he asked if the word 'affordable' could be added or was this out of the Council's control. On page 39, he commented on the risks to be managed within the Plan, particularly the risks to deliver social care which was insufficient and asked if there was a mitigation action plan if supply exceeded demand. On page 40, Integrated Community Social Health Services and working with Betsi Cadwaladr University Health Board (BCUHB) and asked if the Countess of Chester Hospital could be included within the 5 year plan.

The Chief Executive responded that the Plan could only contain aspirations where the Council had a high degree of control over and therefore priorities around secondary care and hospitals could not be added to the Plan and this also applied to the suggestion around including the wording 'affordable' within the provision of care homes. Further discussion on how the risks around social care were being managed could take place outside of the meeting.

The Chief Officer (Community & Enterprise) explained that the figure of 50 homes had been recommended following the local housing market assessment which identified the level of affordable, social housing needed. The figures were based on detailed work around what could be delivered over the course of the next 12 months, including, the borrowing cap available through the Housing Revenue Account (HRA), known agreed planning applications and capital funding available through Welsh Government (WG). There was a gap between housing needs and what the Council could deliver, therefore the Council was working closely with WG to make a strong case for the HRA borrowing cap to be raised.

On being put to the vote, the plan, including the comments as amended from the Overview and Scrutiny Committees and Cabinet, was carried.

RESOLVED:

That the Council Plan 2017-23 be adopted by County Council for final publication by the end of September.

38. STATEMENT OF ACCOUNTS

The Chief Executive introduced the report on the Statement of Accounts 2016/17 and the Supplementary Financial Information to the Statement of Accounts 2016/17.

The Corporate Finance Manager explained that the report sought formal approval of the Statement of Accounts 2016/17 and the Annual Governance Statement, a copy of which had been included within the report and had been considered by the Audit Committee in June, 2017. Also detailed within the report was the supplementary information to the accounts on the full time equivalent pay, as requested by Members at a previous meeting as a Notice of Motion to Council.

Matthew Edwards, Wales Audit Office, said that he was pleased to report that the reports were positive and following approval of the Statement of Accounts 2016/17,

the Auditor General intended to offer an unqualified opinion on the financial statements which would confirm that the accounts offer a true and fair view in all material respects and that they were prepared in accordance with CIPFA Code of Practice. He also commented on the high quality of the statements as presented.

On the Pension Fund Accounts, they were not up to the high standard that had been shown previously but assurance had been given that arrangements have been put in place to address this in future.

Councillor Clive Carver said in September 2012 he queried payments made to consultants and senior officers. Since the Notice of Motion to Council this information had been included as a supplementary document. This year it did not include the same amount of information and was now contained in the main report. The Chief Executive explained that all of the information could be contained within one report and it was all presented. The Corporate Finance Manager clarified that the information did not form part of the formal accounts but was provided for information to Members.

Councillor Mike Peers asked why the Landlord Services had an overspend of £66,000 and why the Housing Revenue Account (HRA) projects had a budget of 0 but £111,000 had been spent. He also asked why there had been an increased spend to cover expenditure and asked what the monthly repayments were on the borrowing level which stood at £251m. He commented on the appeared decrease on reserves and asked for further information on this and also asked how bad debts were being dealt with. The Chief Executive suggested that as the questions did not affect the validity of the accounts that written responses could be provided if that was acceptable, to which Councillor Peers said it was. It was confirmed that a copy of the response would be provided to all Members.

Councillor Richard Jones commented on the outstanding loan of £860,000 from Welsh Government (WG) for regeneration initiatives in Deeside and asked how long the repayment terms was on this loan. He also asked for further information on the net worth of the Council which had decreased £168M to £43M. The Finance Manager, Strategy and Technical, responded that the repayment term on the loan was 15 years. A written response on the net worth of the Council would be provided to all Members following the meeting.

Councillor Helen Brown reported that the Audit Committee had received a detailed presentation from officers on the statement of accounts which gave good progress and said that officers from Wales Audit Office had also attended the meeting to outline their findings. Councillor Brown confirmed that the Committee had no issues to draw to the Council's attention and outlined the recommendations from the Audit Committee.

On being put to the vote, the recommendations were carried.

RESOLVED:

- (a) That the final version of the Statement of Accounts 2016/17 be approved;

- (b) That the Letter of Representation – Flintshire County Council; and the Letter of Representation – Clwyd Pension Fund, be approved; and
- (c) That the Supplementary Financial Information to the Statement of Accounts 2016/17 be noted.

39. TREASURY MANAGEMENT ANNUAL REPORT 2016/17

The Corporate Finance Manager introduced the Treasury Management Annual Report 2016/17. The Annual Report had been received by Audit Committee on 19th July 2017 and Cabinet on 26th September 2017.

RESOLVED:

That the Annual Treasury Management Report for 2016/17 be approved.

40. WELSH GOVERNMENT CONSULTATION PAPER *ELECTORAL REFORM IN LOCAL GOVERNMENT IN WALES*

The Chief Executive introduced the report on the Welsh Government Consultation Paper *Electoral Reform in Local Government in Wales*.

He commented on the areas covered in the consultation paper on:

- The voting franchise;
- Registration;
- The voting system;
- The voting process;
- Standing for election; and
- Returning Officers

Councillor Hilary McGuill commented on the proposal to remove the address of candidates. The Chief Executive said Members could disclose what ward they live in as opposed to their address if the proposal was enacted, and that he would suggest that this was applied to the statutory imprint for published materials if the candidate were self-promoting themselves without a separate promoter.

Councillor Mike Peers asked for clarification on page 344, Single Transferable Vote, and it being a preferential electoral system and asked if this could be substantiated. The Chief Officer (Governance) said that this meant first and second preference was to be indicated. The Council was being advised to object to the devolution of choice on the voting system to individual councils, and not the principle of the voting system.

On being put to the vote, the recommendation was carried. The Chief Executive confirmed that once the response had been finalised a copy would be made available.

RESOLVED:

That the proposed response to the consultation paper be made.

41. TRADE UNION (WALES) ACT

RESOLVED:

That this item be deferred to the next meeting scheduled for 24 October, 2017.

42. REAPPOINTMENT OF TOWN AND COMMUNITY COUNCIL REPRESENTATIVES TO THE STANDARDS COMMITTEE

RESOLVED:

That this item be deferred to the next meeting scheduled for 24 October, 2017.

43. APPOINTMENTS TO OUTSIDE BODIES

RESOLVED:

That this item be deferred to the next meeting scheduled for 24 October, 2017.

26. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 2.00pm and ended at 5.38pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 24 October 2017
Report Subject	Armed Forces Annual Report
Report Author	Chief Executive

EXECUTIVE SUMMARY

This is the first Annual Report of Flintshire County Council's Armed Forces Covenant.

The Armed Forces Covenant is a promise from the nation that those who serve or have served in the armed forces, and their families, are treated fairly. The Covenant is a national responsibility involving government, businesses, local authorities, charities and the public, encouraging local communities to support the Armed Forces in their area and to promote understanding and awareness.

The Council is committed to supporting the Armed Forces Community by working with a range of partners who have signed our Covenant, including Flintshire Local Voluntary Council and the Royal British Legion. The North Wales Fire and Rescue Service will also be joining the Armed Forces Covenant and will sign the Flintshire Covenant on 24th October 2017. The purpose of the Flintshire Covenant is to encourage support for the Armed Forces Community who work and/or live in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community.

RECOMMENDATIONS

1	Endorse the positive progress made in meeting the Armed Forces Covenant and supporting the commitments for further improvement.
2	Approve the Armed Forces Covenant Annual Report prior publication on the Council's website.

REPORT DETAILS

1.00	EXPLAINING THE ARMED FORCES COVENANT
1.01	<p>The Armed Forces Covenant aims to recognise the sacrifices made by the Armed Forces community within the County and help provide support for them and their families ensuring they do not face disadvantage because of military service. The Armed Forces Community includes in-Service and ex-Service personnel, families and widow(er)s. The Covenant is a two-way arrangement and the Armed Forces Community is encouraged to do as much as they can to support their community.</p> <p>The Council proudly hosted the North Wales Armed Forces Day in June 2013 and signed the Covenant in July 2013.</p>
1.02	<p>The Covenant covers issues affecting the Armed Forces Community such as housing, education and welfare support after military service has ended.</p>
1.03	<p>A multi-agency steering group has been established with members:</p> <ul style="list-style-type: none">• Flintshire County Council employees who are veterans• Representatives of key Council services, including Benefits, Education, Housing, Social Services,• Soldiers , Sailors, Airmen and their families Association (SSAFA)• Royal British Legion (RBL)• A representative of the Armed Forces• Flintshire Local Voluntary Council. <p>Councillor Andrew Dunbobbin is the Council's Armed Forces Champion and is the chair of this group.</p>
1.04	<p>The Steering Group has completed a self-assessment against the Covenant and developed an action plan to progress its work. Key achievements are set out in the Annual report:</p> <ul style="list-style-type: none">• updated webpages on the Council website providing information and support for the Armed Forces Community and links to key agencies such as Betsi Cadwaladr University Health Board;• a commitment to the Covenant in the Council Plan 2017/18;• the implementation of a Reservist Policy providing additional two weeks leave for employees who are Reservists enabling them to attend their annual training camp and provide support for those mobilised for duty to assist them transition back to the workplace and retain continuous service status;• offer guaranteed interviews for veterans who meet the essential criteria of the job role;• receiving the Bronze award from the Defence Employer Recognition Scheme for the Council's Veteran friendly employment policies and practices;• demonstrating commitment to the Armed Forces Covenant by promoting Reserves Day and Armed Forces Day;

	<ul style="list-style-type: none"> • support from County Council to the Royal British Legion “Count Them In” campaign which is requesting that questions are included to identify those serving in the Armed Forces within the next Census; • supported Accommodation Schemes for veterans are available in Flintshire in partnership with First Choice Housing; • implemented the Welsh Government’s Housing Pathway for Ex Service Personnel to which recognises the specific issues faced by veterans and aims to ensure they receive the right support; • promotion of the Welsh Government’s free swimming initiative for veterans and armed forces personnel, available at four swimming pools in the County; • included veterans within the population needs assessment as required by the Social Services and Well-being Act (2014); and • promoted our commitment to the Covenant in different ways including participating in the North Wales Armed Forces Transition Fair raising the profile of Council services and employment opportunities.
1.05	<p>Also included in the report are areas for improvement:</p> <ul style="list-style-type: none"> • for Council services to start capturing the profile of their customers to identify members of the Armed Forces Community. This will enable services to better understand the make-up of the Armed Forces community in Flintshire and their needs; • for schools to start capturing whether any pupils/students are children of serving members of the Armed Forces; • to develop a training programme for employees in public facing services to ensure they are aware and understand specific issues and needs of the families and individuals affected by the Covenant; • publication of a sign posting leaflet to services, specifically for the Armed Forces Community; • supporting and developing projects suitable for MoD Covenant grant applications; • continue to celebrate and commemorate key events recognising the contribution of the Armed Forces, such as Armed Forces Day, Reservists Day; and • develop specialist hubs for the Armed Forces Community across the county to enable them to access specialist services and support.
1.06	<p>North Wales Fire and Rescue Service will be joining the Flintshire Covenant and will formally sign the Covenant on 24th October 2017.</p>
1.07	<p>The Council is also an active member of the Regional North Wales Regional Armed Forces Forum which includes all six North Wales local authorities and BCUHB. A successful North Wales local authorities’ bid for two year Ministry of Defence (MOD) funding has led to the temporary appointment of two North Wales Armed Forces Liaison officers. One post for North West Wales and the other post for North East Wales. These posts will support local authorities implement the Covenant and work with services to meet the needs of the Armed Forces Community.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no financial resource implications arising directly from this report. Covenant Funds are available from the MoD which will be pursued to support projects and activities across Flintshire to support the Covenant.
2.02	Employees in public facing services will complete basic awareness training to develop a better understanding of the needs of the Armed Forces Community.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Armed Forces Steering Group has been involved in the activities and improvements identified in the Annual Report.

4.00	RISK MANAGEMENT
4.01	Adhering to the commitments of the Covenant would ensure that Armed Forces, their families and veterans are treated fairly when accessing Council services.

5.00	APPENDICES
5.01	Appendix 1: Armed Forces Covenant Annual Report 2016/17

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Armed Forces Covenant</p> <p>Contact Officer: Fiona Mocko, Strategic Policy Advisor Telephone: 01352 702122 E-mail: fiona.mocko@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Armed Forces Community: includes in-Service and ex-Service personnel, their families and widow(er)s.</p> <p>Armed Forces Covenant: is a promise of mutual support between a civilian community and its local armed forces community.</p>



Flintshire County Council

Armed Forces Covenant Annual Report 2016/17



Armed Forces Covenant Annual Report 2016/17

Introduction

I am very pleased to introduce Flintshire County Council's first Armed Forces Covenant Annual Report, setting out the progress we have made since first signing the Covenant in 2013.

During the past 12 months we have accelerated our commitment to the Covenant, refreshing our action plan and extending membership of the Steering Group. I am proud and delighted to report that this has resulted in the Council being awarded the Bronze Award in the Employer Recognition Scheme.

We recognise the important role that the Armed Forces community make to our community and nation and we are committed to ensuring that we recognise their contributions and ensure that those who give the most do not suffer detriment when accessing our services. During the next 12 months we will continue to push forward with our action plan, supporting the Armed Forces Community and raising public awareness of the contributions they make. With the support of the North East Wales Regional Armed Forces Liaison Officer I am confident we will continue to make excellent progress.

**Councillor Andrew Dunbobbin
Armed Forces Champion**



Background

The [Armed Forces Community Covenant](#) is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level.

The purpose of the Flintshire Covenant is to encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.

The Covenant encourages the integration of Service life into civilian life as well as encouraging members of the armed forces community to help in their local community. Flintshire County Council signed the Covenant in July 2013 and hosted the North Wales Armed Forces Day in June 2013.

There are currently no army barracks in Flintshire, Royal Air Force (RAF) base in Sealand closed in 2006, however, according to research by the Royal British Legion (RBL) Flintshire has the highest number and proportion of veterans in North Wales- 10,440 (21%). A veteran is someone who has served in Her Majesty's Armed Forces and includes people who have served in the Reserves.

This report sets out what we have achieved during the past 12 months and our key priorities for the next 12 months. It is set out under the following headings:

- What we have achieved during 2016/17
- Regional Armed Forces Forum
- Governance
- Next Steps

What we have achieved during 2016/17

Armed Forces Steering Group

We have refreshed the membership and terms of reference of our Armed Forces Steering Group which was originally established in March 2015. Membership of the new Steering Group includes:

- The Ministry of Defence (MOD)
- Royal British Legion (RBL)
- Soldiers, Sailors, Airmen and their families Association (SSAFA)
- Flintshire County Council (FCC) employees who are veterans
- FCC services including – Benefits Team, Business and Communications Team, Customer Services, Education, Economic Regeneration, Housing, Human Resources, Leisure Services, Social Services.

Councillor Andrew Dunbobbin is the elected member Armed Forces Champion and chairs the Steering Group. The new Regional North East Wales Armed Forces Liaison Officer will also be joining this group.

A copy of the terms of reference and action plan for the Steering Group are attached as Appendix 1 and 2 respectively.

Armed Forces Web pages on the Council website

We have dedicated six pages on the Council website promoting our commitment to the Armed Forces Covenant and providing information for the Armed Forces community.

We provide links to the support provided by other agencies including Welsh Government and Betsi Cadwaladr University Health Board (BCUHB).

Council Priority

We take seriously the commitment we have made to the Armed Forces Covenant and this is demonstrated in the Council's priorities for 2017/18. Under the priority of Modern and Efficient Council, we have agreed that we will:

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

We will monitor our achievement through monitoring the achievements of the Armed Forces Covenant Action Plan.

A statement was read out during full County Council by the Armed Forces Champion Councillor Andrew Dunbobbin in March 2017 requesting the Council to support RBL's "[Count Them In](#)" campaign. This campaign is asking the Office for National Statistics (ONS), to include questions about serving in the Armed Forces and being members of the Armed Forces community in the Census 2021.

Education

We do not currently collate information to ascertain the numbers of pupils/learners with parent (s) /carer (s) who are serving members of the Armed Forces (AF). Collating this data will be a priority during the next 12 months and will help us understand more about the size of the AF community in Flintshire and their needs.

We will be able to report on this in more detail in our 2017/18 annual report.

Employment

We were very proud to receive the Bronze award in the [Defence Employer Recognition Scheme \(ERS\)](#) awarded by the Ministry of Defence in January 2017. The ERS encourages employers to support defence and inspire others to do the same. There are three levels - Bronze, Silver and Gold. The award recognises that we are open to employing reservists, armed forces veterans, cadet instructors and partners of military personnel and that our values are aligned with the Armed Forces Covenant.

Reserves Day

We proudly supported Reserves Day as we recognise the valuable contribution Council employees who are Reservists make to the Armed Forces, our community, our organisation and nation. Reservists give up their spare time to serve in the Reserve Forces, balancing their civilian life with a military career to ensure that should their country need them, they would be ready to serve. We raised the Armed Forces flag outside County Hall in Mold acknowledging our support.

Reserves Policy

We have introduced a Reserves policy making a commitment to support employees who are Reservists when they are mobilised for duty. This ensures they retain continuous employment status and there is support for their transition back to the workplace following active service. Reservists also receive an additional two weeks annual leave to enable them to attend annual camp, we recognise that the Council benefits from valuable skills they gain and bring back to the workplace.

Guaranteed Interview Scheme

Flintshire County Council has introduced a guaranteed interview scheme for Armed Forces veterans. The scheme supports the pledges in the Community Covenant. Veterans can find making the transition to civilian life extremely challenging, particularly in finding and securing lasting employment. The specific aims of the scheme are to:

- Assist veterans in overcoming barriers to finding civilian employment.
- Redress the balance for veteran's re-employment prospects by giving them the chance to improve their transition and resettlement into civilian life.
- Complement the re-employment support provided to veterans leaving the Armed Forces by the Ministry of Defence.

- Contribute to the Councils economic and later life priorities, specifically in relation to developing an appropriately skilled workforce, and ensuring financial security and independence in later life.
- Benefit from the transferable skills and qualities of veterans.

When a veteran applies for a job, they will be able to indicate on the application form their veteran status. A guaranteed interview will be offered to veterans, provided the following criteria are met:

- The Armed Forces were the veterans last long-term employer,
- No more than three years has elapsed since the veteran left the Armed Forces,
- The Veteran meets the essential criteria for the advertised role.

The scheme is not a guaranteed job for veterans, as selection procedures will still ensure that the best candidate for the job is appointed, based on objective criteria in the role profile.

Housing

Veterans face many challenges on leaving the services which can include financial debt, lack of employment opportunities, addiction, mental health problems or relationship breakdowns. The Council works towards the Welsh Government's Housing Pathway for Ex Service Personnel to ensure that veterans are treated fairly, their specific needs are recognised and they are allocated appropriate accommodation.

First Choice Housing, in partnership with Alabaré, has developed supported accommodation and move on schemes for veterans in Wales to help avoid homelessness. Accommodation available for veterans in Flintshire includes:

- Six bed High Support facilities
- Eight bed Low Support facilities

Leisure Services

The Welsh Government fund free swimming for Armed Forces personnel and veterans who reside in Wales, this is available in the following swimming pools in the county: Buckley, Flint, Holywell and Mold during public swimming sessions only. Veterans and armed forces personnel wanting to take advantage of the free swimming initiative must be in possession of an MOD Defence Privilege Card. Those without a card will be unable to access free swimming until they purchase a card from the MOD Defence Discount Service. These cards are available from www.defencediscountservice.co.uk.

Social Care

We promote equipment to help with disability on our Armed Forces pages of the Council website and signpost to other organisations who provide welfare, advice and support to the AF community, including BCUHB.

As required by the Social Services and Well-being (Wales) Act (2014), a population needs assessment has been undertaken to identify health, care and support needs for the future. The needs assessment was completed at a regional level for the North Wales local authorities. The findings from the assessment showed that:

- There are an estimated 51,000 veterans living in North Wales, around 9% of the population over 16.
- The number of veterans is predicted to decline over future years to around 22,000 by 2030.
- The majority of veterans are aged 65 and over so in future a greater proportion of the veteran population will be made up of younger people with a more diverse background.
- Around one in five veterans have a long-term illness related to military service, such as musculoskeletal problems, hearing problems and mental illness.

We need more detailed information to understand their needs. Research is currently being undertaken by Glyndŵr University to ascertain the needs of veterans, which will help shape future service provision.

Commemoration and Promotion Events

During the past 12 months we have actively promoted our commitment to the Armed Forces Covenant:

- November 2016 – We held a two minute silence on Remembrance Day, inviting our customers to join employees in remembering those who lost their lives in the two world wars and later conflicts.
- January 2017 – we marked Holocaust Memorial Day, with a press release and workforce news item.
- February 2017 – we participated in the North Wales Armed Forces Transition Fair in Wrexham promoting Council services and employment opportunities.
- February 2017- we promoted the Armed Forces Covenant to the Town and Community Councils in Flintshire at the County Forum meeting and asked for them to nominate a representative to attend the Steering Group meetings and to work with the Council to promote the Armed Forces Covenant.

Regional Armed Forces Forum

We are an active member of the Regional Armed Forces Forum; the following organisations are also members:

- Betsi Cadwaladr University Health Board (BCUHB)
- Barnardo's Family Service
- CAIS
- Ministry of Defence
- Prison Service
- Royal British Legion (RBL)
- Six North Wales local authorities
- Soldiers, Sailors and Airmen and Families Association (SSAFA)
- Welsh Government (WG)

The Regional Armed Forces Forum meets quarterly and shares good practice. The Forum have developed a joint action plan to provide a focus for their work and to be able to monitor progress. To date their achievements include:

- led by Wrexham County Borough Council, successfully secured an MOD grant to fund two Regional Armed Forces Liaison Officers to cover North East and North West Wales; and
- contracting Glyndŵr University to undertake research into the needs of the veterans in North Wales.

Governance

As the Armed Forces Covenant has been identified as a priority in the Council Plan 2017/18, quarterly reports on progress to Chief Officers, Cabinet and relevant Scrutiny Committees. This will ensure we keep focussed on achieving the outcomes set out in our action plan.

The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis.

We will also produce an Annual Report which will be approved by Cabinet and full Council before being published.

Next Steps

The priorities for the Armed Forces Steering Group for 2017/18 are:

- ensure services are capturing information from their customers to identify whether they are from the AF community and analyse this information to identify needs;
- developing Armed Forces “hubs” across the county where the AF community can access specialist support and advice;
- ensure schools are capturing whether pupils are children of serving members of the Armed Forces;
- implement an employee training programme to raise awareness of the needs of the AF community;
- continue to celebrate and commemorate key events recognising the contribution made by the Armed Forces;
- aim to achieve the silver award in the Employers Recognition Scheme; and
- research opportunities to access grants from the government to continue progressing the commitment we have made to the Armed Forces Covenant.

Thank you for reading this report. If you would like to find out more about the Council’s commitment to the Covenant or would like to make any comments on this report please contact:

Fiona Mocko, Strategic Policy Advisor, Flintshire County Council

E-mail: fiona.mocko@flintshire.gov.uk

Telephone: 01352 702122

Appendix 1 Flintshire County Council – Armed Forces Community Covenant Local Steering Group Terms of Reference



The Armed Forces Community Covenant is designed to complement, at a local level, the Armed Forces Covenant, which outlines the moral obligation between the nation, the government and the armed forces. The aim of the Community Covenant is to encourage local communities to support the service community in their area and promote understanding and awareness among the public of issues affecting the armed forces community.

The Armed Forces Covenant is a promise by the nation to ensure that those who serve, those who have served, and their families are treated fairly.

For Flintshire County Council and partner organisations, the community covenant presents an opportunity to coordinate support and advice to members of the armed forces community.

For the armed forces community, the community covenant encourages the integration of service life into civilian life and encourages members of the armed forces community to help their local community.

The Flintshire Community Covenant signed in July 2013 by the Royal British Legion, Armed Forces' organisations¹, third sector organisations², NHS Trust, Department for Work and Pensions, Wales Probation, Coleg Cambria and the Council made the commitment to work closely together to ensure support is provided for the armed forces community.

LOCAL STEERING GROUP - TERMS OF REFERENCE

¹ Royal Navy, British Army, Royal Air Force, Soldiers, Sailors and Armed Forces Association (SSAFA), Reserve Forces' and Cadet's Associations (RFCA),

² Flintshire Local Voluntary Council, North Wales Young Dragons, Citizens' Advice Bureau – Flintshire, Pennaf Housing Association, Wales and West Housing Association.

AIMS

1. To encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.
2. To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.
3. To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.
4. To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.
5. To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.
6. To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.
7. To further develop, monitor and review the commitments made in the Flintshire Community Covenant Action Plan.

[As stated in existing Covenant

Improve the sharing and recording of information where appropriate to support serving and ex-service Armed Forces members whether Regular or Reserve and their families in Flintshire.

Provide strategic direction and approval for any bids made to the Community Grant.

Champion communication to publicise the work under the Flintshire Armed Forces Community Covenant and to ensure Armed Forces personnel know who to contact for support at a local level.

Receive quarterly progress reports from the sub groups (of Education, Employment and Offending; Health, Wellbeing and Leisure and Housing and Community)]

Membership

To be reviewed:

Governance

The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis. Secretariat support will be provided by the Corporate Business and Communications Executive Office Team.

Decision Making

Decisions will be arrived at by consensus and recorded in the minutes of the Steering Group.

Frequency of meetings

The Steering Group will meet twice yearly or more frequently if required and will be chaired by the Flintshire Armed Forces Champion.

Appendix 2 Armed Forces Covenant Action Plan



To encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.

	Activity	Responsibility	Timeframe	Outcome/Output	Progress
1.1	Identify key Armed Forces events/remembrance days	FM	May 2017	Calendar of events available to Steering Group	Complete
1.2	Develop action plan for each event to ensure that they are commemorated	FM	October 2017	Increased awareness AF and support available to AF community	On-going

1.3	Further develop pages on Council website to promote AFC and encourage support to Armed Forces community	FM	September 2017	AF community can access information easily.	Complete.
1.4	Ensure use of AFC logo on Council publications and promotional material	KA/Graphic Design	December 2017	FCC is promoted as AF friendly and its commitment to the Covenant is visible on all documents and promotional material	Waiting for feedback from WG re the translation of the logo
1.5	Ensure AFC e-learning module is available for all new employees as part of their induction	Corporate Training/Regional AFLO	March 2018	Employees understand the Council's commitment to the AF community and have an awareness of their needs	WLGA have been requested to develop bilingual module for Wales which can be adapted locally
1.6	Develop specific workshops for public facing employees to support them to understand the needs of the AF community	Regional AFLO	March 2018	Council services are aware of and deliver services that meet the needs of the local AF community	To be developed by AFLO when in post

1.7	Flintshire AF events are promoted and supported through the County Forum	FM/KA	October 2017	Town and Community Councils work with the Council to promote AF events	FM attended meeting with County Forum. County Forum to agree a representative to attend FCC Steering Group at their next meeting (October 2017)
To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
2.1	To explore the role of FLVC and the Armed Forces Covenant	FM/KA	September 2017	Third sector organisations actively support the AF Covenant	Complete
2.2	To include AFC within criteria for accessing FCC grants	FM/KA	December 2017	Grants provided by the Council support the Council's commitment to AF covenant where applicable. Public money is spent supporting AF community	In progress

2.3	Commitment to AFC included as part of FCC’s community benefit clauses within the procurement process	Arwel Staples/Tom Booty/KA	September 2017	<p>Opportunities to support for the AF community are maximised.</p> <p>Public money spent on goods, works and services benefit the AF community.</p> <p>Opportunities to train and employ local veterans are increased.</p>	In progress
2.4	Explore the opportunities to include commitment to AFC within Community Asset Transfers (CAT) and Alternative Delivery Models (ADMS)	KA/FM	March 2018	<p>Increased support for the AF community is available</p> <p>CATs and ADMS meet the needs of the AF community</p>	In progress
To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress

3.1	Services nominate a contact for AFC	KA/FM	September 2017	<p>The Steering Group has mechanisms in place to communicate effectively with all services in the Council.</p> <p>There is a “joined-up” approach to support for the AF community across the Council</p>	<p>Service representative:</p> <p>Social Services</p> <p>Customer Services</p> <p>Benefits</p> <p>Leisure</p> <p>Communities First</p> <p>Business Development</p> <p>Corporate Business and Communications</p> <p>HR</p> <p>Education</p>
3.2	Ensure that all services who have customer databases, ask customers at the point of contact with the Council whether they have an AF connection	AF Steering Group/ service representatives	March 2018	Services consistently ask questions about AF connections and capture the data on their customer databases	Education- in progress
3.3	All services to amend equality monitoring questionnaire to include AF	Steering Group/service representatives	January 2018	There is a better understanding of the profile of the AF community in Flintshire and access to and take-	To be started

				up of services	
3.4	To amend and monitor customer comments and complaints to capture AF community	Ian McLaren (IMc) / RJ	December 2017	There is a better understanding of the satisfaction level of the AF community with Council Services and services which do meet needs.	To be started
3.5	Monitor, analyse and review complaints/comments to identify any trends to inform service improvements	IMc/RJ	March 2018	There is a better understanding of the satisfaction level of the AF community with Council Services and services which do meet needs	To be started
3.6	To review data to identify services used by AF community	Steering Group/service representatives	March 2018	To gain an understanding of the profile of the AF community in Flintshire, their needs and the take-up of services.	To be started
3.7	Audit and suggest amendments to Corporate and service portfolio policies to	Regional AFLO	December 2018	Services are able to meet the needs of the AF community	To start following appointment of AFLO

	reflect AFC				
3.8	Establish base line of services that are AF community friendly	Regional AFLO/ service representatives	December 2018	List of AF community friendly services available. Action plan in place to ensure all services are AF community friendly	In progress
3.9	Support Housing to embed Housing pathway for AFC	Regional AFLO	September 2018	Housing officers understand the needs of AFC Housing information is accessible for AFC Accommodation needs of veterans are met	In progress
To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
4.1	Create a framework to promote opportunities for Council related and sponsored events	Cptn NT/GM/PK/FM/KA/Gwenno	October 2018	AF volunteers participate in Council events.	FLVC now member of group and will help take this action forward alongside Regional

	using AF volunteers	Jones (GJ)		AF volunteers support local communities	AFLO
4.2	Promote FLVC on the Armed Forces pages of website	FM	May 2017	Increased number of AF Community become volunteers	Complete
4.3	AFC to provide Flintshire County Council (FCC) with information that can be promoted on the website	Cptn NT/GM/PK	December 2017	An increased range of up to date information for the AFC is available on the website	To be started
4.4	Develop AFC Volunteer network	Regional AFLO	March 2019	A sustainable network of AFC volunteers is in place and is actively involved in supporting veterans	To start when AFLO is in post
To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
5.1	Develop annual communications plan	FM/KA	December 2017	Co-ordinated messages cascaded within the county and Council	Complete

				Collaborative working to avoid duplication and make best use of resources	
5.2	Implement training programme for public facing employees	AFLO	March 2018	Employees understand the needs of the AF community	In progress
5.3	Promote the Veterans Discount Card	Cptn NT/PK/GM/MD	December 2017	Increased number of veterans apply for the discount card Increased number of businesses apply to be registered.	In progress- promoted through Council website
5.4	Review potential for Council discretionary services to apply to be registered	Service representatives	December 2017	Some Council services apply to be registered to accept the discount card	To be started
To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.					

	Activity	Responsibility	Timeframe	Outcome/Output	Progress
6.1	Review organisations offering opportunities to the AF community, veterans and their families	Regional AFLO	December 2017	A list of organisations and services they offer is available	List already started
6.2	Promote these organisations on the website	FM	January 2018	Information is easily accessed. Increased take-up of these services.	Known information is currently available on the website
6.3	Create opportunities for drop-in centres/hubs for AF community and veterans	Regional AFLO/Cheryl Marland (CM)/PF/MD/FM	April 2018	AF community can access information and support in AF friendly environment AF Hubs available in each Town centre Hubs are sustainable and supported by all agencies	Initial meeting held with Jason Palmer, Conwy CBC
6.4	To produce periodic monitoring reports to FCC Chief Officer	FM/KA	First report due September 2017	COT are informed and up to date with	Complete

	Team (COT) identifying areas for improvement and further action			progress. Barriers to progress are removed	
6.5	Complete an annual report to Cabinet and Corporate Resources and Overview Committee providing an overview of progress	FM/KA	First report April 2018	Elected members are reassured that the Council is committed to the AF Covenant. Elected members support the Council's commitment to the AF Covenant	Complete
Explore Funding Opportunities and Community Projects					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
7.1	Identify grants available to support the work of the AFC	FM/KA/ Regional AFLO	September 2017	List of grants available	Complete
7.2	Scope projects to support applications and submit	FM/KA/	March 2018	Applications for grants are submitted	In progress

	applications for relevant grants	Regional AFLO		<p>Grant applications are successful</p> <p>A number of initiatives within the county are supported by grants</p>	
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COUNTY COUNCIL

Date of Meeting	Tuesday, 24 October 2017
Report Subject	Annual Performance Report 2016/17
Report Author	Chief Executive

EXECUTIVE SUMMARY

The Annual Performance Report for 2016/17 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2016/17.

The report reflects the overall progress that has been made against our priorities and the level of confidence we have in achieving the desired outcomes. It also shows the position against our 51 risks, with 7 remaining at a high level at year end.

Performance against the Improvement Plan measures was positive with 79% of agreed actions being assessed as making good progress and 21% likely to achieve the desired outcome. In addition, 42% of the performance indicators met or exceeded target for the year, whilst over half showed improvement or remained stable. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

Comparison nationally using the Public Accountability Measures (PAMs) revealed 86% of indicators showed improved or sustained performance. Of the 22 authorities across Wales Flintshire was ranked top as the most improved authority between 2015/16 and 2016/17.

RECOMMENDATIONS

1	To adopt the 2016/17 Annual Performance Report for publication.
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REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2016/17. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be adopted by the full Council prior to publication.
1.04	<p>The Annual Performance Report for 2016/17 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2016/17. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through:</p> <ul style="list-style-type: none">• Progress against key actions and projects• Progress against identified risks and challenges• Performance indicator outturns (target and trend analysis)• Regulatory, audit and inspection activity
1.05	<p><u>Progress against Key Activities</u></p> <p>Overall good progress has been made against the 2016/17 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The Report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none">• We are making good progress in 79% (101).• We are making satisfactory progress in 21% (27) <p>Outcome:</p> <ul style="list-style-type: none">• We have a high level of confidence in the achievement of 82% (47).• We have a medium level of confidence in the achievement of 18% (10).

1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 51 strategic risks identified in the Improvement Plan is as follows:</p> <ul style="list-style-type: none"> • 51% (26) risks remained the same. • 45% (23) risks reduced • 4% (2) risks increased
1.07	<p><u>Performance Indicator Outturns</u></p> <p>The Report summaries our performance against the Improvement Plan measures and also nationally using the Public Accountability Measures (PAMs).</p> <p>Improvement Plan Measures</p> <p>Assessment of actual performance against target:</p> <ul style="list-style-type: none"> • 63% (52) of performance measures achieved target or better. • 30% (25) of performance measures missed target within an acceptable margin • 7% (6) of performance measures significantly missed target. <p>Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year.</p> <p>Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 40 (52%) of performance measures showed improved performance; • 34 (44%) showed performance which had downturned when compared with the previous year; and • 3 (4%) had maintained the same level of performance. <p>Public Accountability Measures</p> <p>86% of these national measures both achieved targets and maintained or improved performance against 2015/16.</p> <p>We are ranked as the top authority in Wales to show improvement between 2015/16 and 2016/17.</p>
1.08	<p><u>Regulation, Audit and Inspection Activity</u></p> <p>The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in June 2017 for Flintshire summarised the findings and recommendations from the various reports that have been produced.</p> <p>Overall the Auditor General concluded that:</p> <p><i>“The Council is meeting its statutory requirements in relation to continuous improvement.”</i></p>
1.09	<p>The statutory requirements of the Measure are met through a concentration on the Council’s Improvement Priorities.</p>

1.10	The Report will be available via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'hyperlinked' documents. A summary of the Report will be included within the e-magazine 'Your Council'.
2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications within this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Annual Performance Report must be approved by the full Council before publication.
3.02	Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports. A report on the full year's progress against the Improvement Plan 2016/17 was presented to Cabinet in June 2017.

4.00	RISK MANAGEMENT
4.01	An assessment of the risks identified in the Improvement Plan for 2016/17 have been made within the Annual Performance Report.

5.00	APPENDICES
5.01	Appendix 1 - Annual Performance Report 2016/17 Appendix 2 – Improvement Plan 2016/17 Risk Register Appendix 3 - Improvement Plan Measures Data Table Appendix 4 – Public Accountability Measures Data Table Appendix 5 – Glossary of Terms

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Improvement Plan 2016/17 Contact Office: Corporate Business and Communications Team Telephone: 01352 701457 E-mail: corporatebusiness @flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Annual Performance Report: accounts for the organisation's previous year's performance against its Improvement Priorities. It must be published by 31st October each year.

7.02	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.03	Local Government (Wales) Measure (2009): A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes.
7.04	Public Accountability Measures (PAMs): a set of “outcome focussed” performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc.
7.05	Performance Indicator (PI): a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.
7.06	PI Outturn: the actual performance achieved for a performance indicator.
7.07	PI Target Analysis: comparison of actual performance compared with the target.
7.08	PI Trend Analysis: comparison of actual performance for the year with the previous year(s) performance.
7.09	Improvement Plan Measures: the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan.
7.10	Wales Audit Office (WAO): works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
7.11	Audit General for Wales: Appointed by the Queen and independent of government the Auditor General for Wales is the statutory external auditor of most of the Welsh public sector.
7.12	Annual Improvement Report (AIR): is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council’s delivery and evaluation of services and it’s planning of improvement for the coming year.
7.13	Corporate Assessment: WAO’s assessment of the Council’s arrangements that enable progress and transformation, and that support continuous improvement and good performance.

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Annual Performance Report 2016/17

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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2016/17 against the priorities we set.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.
- Bullet point here deleted

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on our Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, meets the other statutory requirement. In meeting these requirements the Council demonstrates a sound system of internal control which supports the effective discharge of its functions.

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of eight priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2016/17. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

The Council acts as a representative democratic body and sets its priorities based on the evidence it has gathered from many sources. Our elected members are in touch with local views through:-

- Democratic representation.
- Partnership Forums.
- Statutory consultation.
- Direct community/user consultation.

Table 1: Improvement Priorities 2016/17

Priority	Sub - Priority	Planned Impact
Housing	Appropriate and Affordable Homes	Improve the choice and quality of local housing
	Modern and Efficient and Adapted Homes	
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated Community Social and Health Services	
	Safeguarding	Ensuring adults, young people, and children are safeguarded
Economy and Enterprise	Business Sector Growth and Regeneration	Growing the economy and creating jobs
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes
	Modernised and High Performing Education	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty
Environment	Transport Infrastructure and services	Safely accessing employment, local services and facilities
	Sustainable Development and Environmental Management	Protecting our local environment
Modern and Efficient Council	Developing Communities	Supporting communities to become more resilient
	Improving Resource Management	Front line services are efficiently and effectively supported

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Consultation

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

Between April 2016 and March 2017 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Recycle More Survey (March - April 2016)
- Renewable Energy 10 Year Action Plan (May - June 2016)
- Our Flintshire, Our Future (November 2016)

Prompted by unprecedented forecast cuts to the Council budget, we have held a series of public consultations to find out local views on council services and how they should be protected. This consultation was called Our Flintshire, Our Future. In this exercise we set out the severity of the situation and people were asked whether they would support some of the choices the Council would need to make in the future

Section 1

Assessment of our Performance against Improvement Priorities for 2016/17

For 2016/17 the Council had 8 Improvement Priorities as detailed in its Improvement Plan. The first 7 priorities are around public services and the final priority is about the corporate organisation as a ‘social business’.

Table 2 below shows a summary of the year end “progress” and confidence in meeting “outcome” assessment for each priority based on the following red, amber, green (RAG) status key.

All activities in the Report have been graded as described in the ‘key’ below. These are (RAG) graded for progress and/or performance. An analysis is made of the number of activities in each RAG category to provide a collective grade for each priority and sub-priority heading. Where there is an equal number of 2 gradings, then the lower one is always used. The Outcome RAG status below was assessed as part of the end of year reports in June.

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

Table 2: Summary of 2016/17 Priority Performance

Priority / Sub-priority	Progress	Outcome
Housing	G	A
• Appropriate and Affordable Homes	G	G
• Modern, Efficient and Adapted Homes	A	A
Living Well	G	G
• Independent Living	G	G
• Integrated Community Social and Health Services	G	G
• Safeguarding	G	G
Economy and Enterprise	G	G
• Business Sector Growth and Regeneration	G	G

Skills and Learning	G	G
• Apprenticeships and Training	G	G
• Modernised and High Performing Education	G	G
Safe Communities	A	A
• Community Safety	A	A
Poverty	G	G
• Maximising Income	G	G
Environment	G	G
• Transport Infrastructure and Services	G	A
• Sustainable Development and Environmental Management	G	G
Modern and Efficient Council	A	A
• Developing Communities	A	A
• Improving Resource Management	G	A

Section 2 of this report (page 12) gives a more detailed assessment for the “progress” against each of the 14 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

Risk Management

The Council adopted the Improvement Plan for 2016/17 in July 2016. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 51 strategic risks identified in the Improvement Plan is as follows: -

- 11 (22%) are low (green)
- 10 (20%) are minor (yellow)
- 23 (45%) are medium (amber)
- 7 (13%) are high (red)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 23 (45%) risks had reduced
- 26 (51%) risks remained the same
- 2 (4%) risks had increased

A summary table of the risks at year end 2016/17 is shown at Appendix A.

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit released 2016/17 performance data for all local authorities in Wales (and Public Accountability Measures) in September 2017. This was accompanied by an overview of national trends as in previous years. The [Local Government Performance Bulletin](#) is a supporting document to this report.

Improving Our Performance

Performance for 2016/17 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Chart 1a). 63% of indicators achieved target or better compared to 60% in 2015/16. Only 6% of indicators significantly missed targets compared to 23% during 2015/16.

Year on year improvements are summarised in Chart 1b. This shows 56% of indicators either improving or maintaining good levels of performance.

Analysis of year end levels of performance identified: -

Chart 1a: How we performed against our 2016/17 target measures

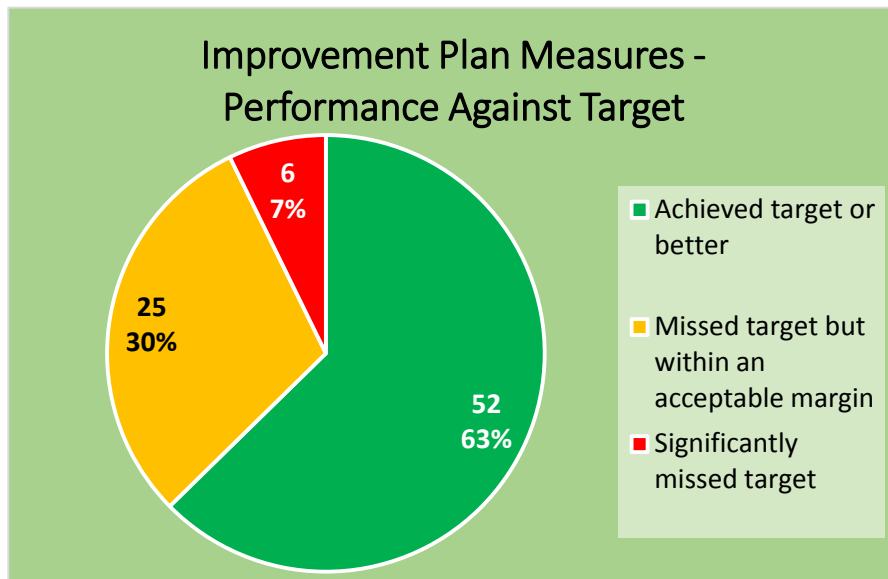


Chart 1b: Performance trend for our Improvement Plan measures

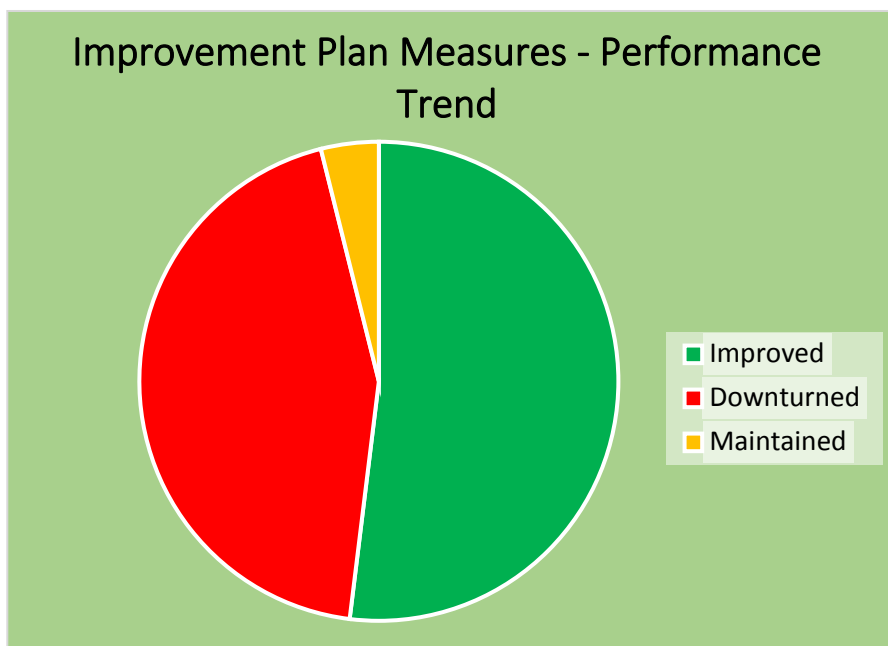


Chart 2a: Performance against target for the national statutory measures*

How we performed against national statutory Public Accountability Measures (PAMs).

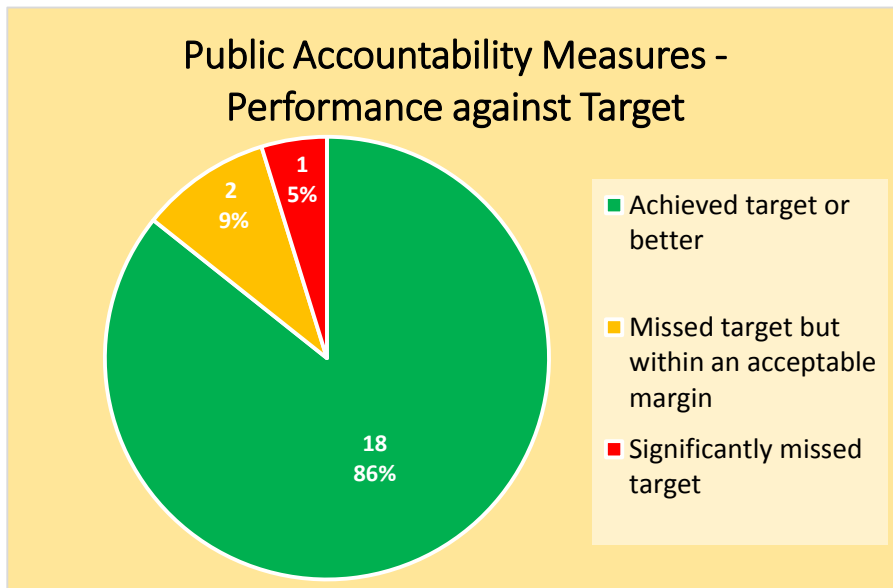
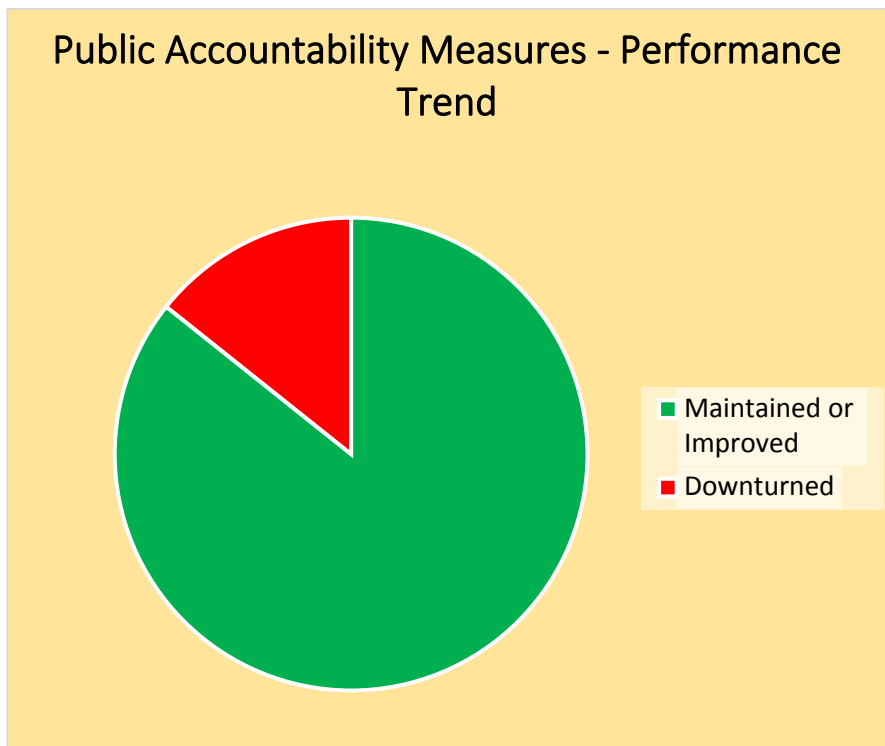


Chart 2b: Performance trend for the national statutory measures*

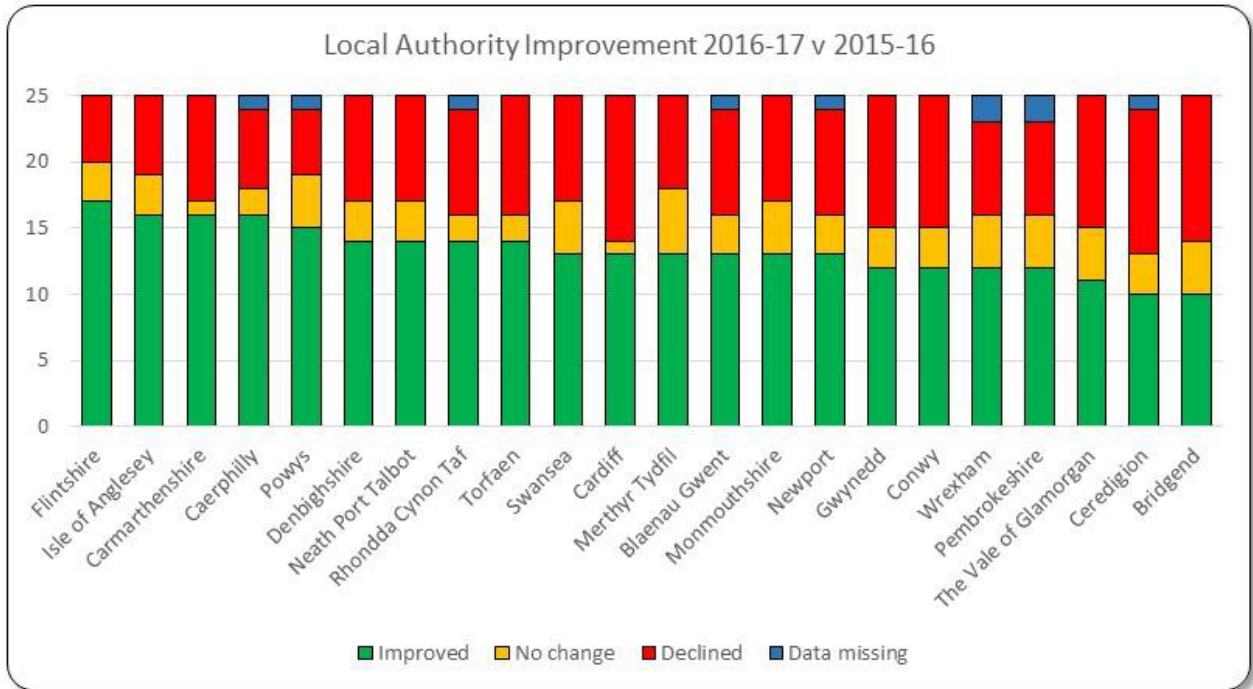
Analysis of the number of indicators for which performance had improved, been maintained or downturned.



*see Appendix C for full details of the national statutory measures

Chart 3: Local Authority Improvement

At a local level, of the 25 indicators that were comparable between 2015/16 and 2016/17, Flintshire improved in 17 (68%), and had the highest improvement in Wales.



Flintshire's quartile performance shows continued improvement between 2015/16 and 2016/17. More significantly it indicates that Flintshire is the most improved authority during 2016/17 when compared with 2015/16.

Section 2

Detailed Improvement Priority Reporting

HOUSING	Progress	Good	Outcome	Medium
Appropriate and Affordable Homes	Progress	Good	Outcome	High

1. During 2016/17 we said we would deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible by:
 - The number of housing enquiries resolved at first point of contact.
 - Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.

What we did:

✓ During 2016/17 there were 3,362 customers making contact for housing service advice and assistance. 2,130 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 1,232 were referred for more specialist advice. By managing 63% at the first point of contact we have used the capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.



⚠ Despite good progress there have been additional challenges throughout 2016/17 including a decline in the availability of suitable private rented accommodation as a homelessness prevention solution. There has also been an increase in the number of complex cases requiring specialist resource.

2. Stimulate the growth of affordable housing by:
 - Increasing the numbers of new Council and affordable homes through the Strategic Housing Regeneration Programme (SHARP).
 - Maximising the number of affordable homes provided through the planning system.
 - Increase the numbers of new affordable homes provided through the Social Housing Grant (SHG) programme.

What we did:

✓ Approval was given to appoint Wates Residential as the Council's development partner for five years with the aim of developing 500 homes (200 social rented and 300 affordable) at a range of sites across the county with regeneration and community

benefits. Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. Construction at the Walks site in Flint began in summer 2016 and is scheduled for completion by April 2018.

- ✓ 12 new Council homes were completed through the SHARP Programme at the former Custom House School site, and work will continue into 2017/18.
- ✓ Flintshire has secured 285 properties incorporating shared equity for local first time buyers through developers contributions. Developers have also gifted properties to North East Wales (NEW) Homes to the value of £3m. We have secured 9 gifted units for NEW Homes and a further 42 sold as shared equity: Oakenholt (2), Broughton (18), Wepr Park (16), and Buckley (6).
- ✓ Delivery through the Social Housing Grant programme achieved 24 additional units: 10 were for supported housing for people with learning disabilities, 3 in Mold, 7 in Connah's Quay and, a further 14 general units in Mold.

Modern, Efficient and Adapted Homes	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would deliver financial support to repair, improve, and adapt private sector homes by:
 - Repairing and improving 40 private sector dwellings through the Council's capital programme and Welsh Government's National Home Improvement Loan.
 - Maintaining the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants.

What we did:

⚠ This year the take up of home renovation loans was less than targeted. The Home Improvement Loan Scheme has been identified nationally as being of low demand and is being reviewed by the Welsh Government.

✓ The average number of days taken to complete a Disabled Facilities Grant (DFG) for children has improved. During the year we achieved an average of 249 days compared with 455 in 2015/16. DFG's for adults have taken an average of 248 days compared with 293 in 2015/16.

* Disabled Facilities Grants are measured in accordance with national guidance. Flintshire County Council manage adaptations for the entire duration of a child's needs which may extend over many years.

2. Reduce the number of long term vacant homes by:
 - Bringing empty homes back into use for residential living through the Welsh Government's Houses into Homes Scheme.

What we did:

! The first round of Houses into Homes loan funding is starting to be repaid and recycled to support new projects. The provision of additional Houses into Homes loan funding will help this further. The extension of the loan repayment period from three to five years, and an increase on the maximum loan available to an applicant to £250,000, should increase uptake. A total of 25 homes were brought back into use during 2016/17 compared with 34 during 2015/16.

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Flintshire Council Homes by,

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

What we did:

✓ The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed by 2020. Capital work timeliness targets have improved for the installations of windows, external doors, kitchen replacements, bathrooms, electrical systems, and smoke detectors.




! The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake has been low. The Penyffordd Off Gas Installation is now also complete. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected as occupiers decide to switch their energy source.


LIVING WELL	Progress	Good	Outcome	High
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Independent Living	Progress	Good	Outcome	High
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1. During 2016/17 we said we would ensure care home provision within Flintshire enables people to live well and have a good quality of life by:
 - Delivering the dementia awareness training programme to the care home workforce.
 - Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan around supporting the quality and breadth of nursing provision.
 - Addressing pressures in domiciliary care and the care home market, and improve recruitment and retention.

What we did:


 We worked with 16 residential homes and 3 nursing homes to implement "Progress for Providers", which consists of a range of guidance and training which help care workers to deliver person-centred care, and enables care providers to assess themselves against the new Flintshire standards.


 We worked with Bangor University to train care, domestic and auxiliary workers in 12 care homes in how to have creative conversations with people with dementia. 16 care home providers and 9 activity providers are using the Dementia Friendly Facebook page.

 Flintshire and BCUHB jointly developed a programme to monitor the quality of nursing care in Flintshire.

2. Support greater independence for individuals with a frailty and, or disability, including those at risk of isolation by:
 - Establishing a baseline for the people offered advice and support through the Single Point of Access (SPOA).
 - Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act.

What we did:

 We implemented the Information, Advice and Assistance Service within the SPOA. 2,302 adults were provided with advice or assistance through this service during the year.

 We invested in new equipment which allows care packages traditionally requiring two carers to be delivered by one person, which is less intrusive in the home. To support this we worked with Occupational Therapists in hospitals to review existing packages of care for people who could benefit from this new approach. Providers of support for people with


learning difficulties received training on "Multi-Me", technology that assists people through their television; this is now being used in a Specialist High School for young people with specific learning needs. We used Intermediate Care Funds to implement the 'Progression Model' in a further four supported living houses and providers are meeting regularly to share good practice.


3. Improve outcomes for Looked After Children by:


- Developing a unified Corporate Parenting Strategy
- Supporting children in stable, local placements
- Improving the stability of school placements and the transfer process where moves are needed
- Strengthen partnership working with Health to ensure timely access to health assessments

What we did:

 A plan to move forward with a refreshed Corporate Parenting Strategy was endorsed by Social and Health Care Overview & Scrutiny Committee in September. A national review of good practice in Corporate Parenting has been undertaken across Wales and our Strategy is compliant. The strategy sets out our commitments around Education, Health and Well-being, Stability and Security and Leaving Care.

 Invest to Save funding was utilised to recruit a temporary post to work across Education and Social Services to strengthen contract monitoring arrangements for high cost residential placements for young people.

 Although school placement stability has not met this year's target we have improved the percentage of Looked After Children who have fewer than 3 moves from 13.38% to 11.9%. The Council continues to work to retain placement stability wherever possible. Only extreme personal circumstances dictate a move.

 61.5% of Looked After Children were provided with a timely health assessment by BCUHB. This has reduced by 6.85%. Remedial actions being taken by BCUHB have included standardisation of documentation and processes across North Wales, a review of clinic appointment slots available in Flintshire and discussions with a view to increasing the capacity to undertake Health Assessments.

1. During 2016/17 we said we would ensure that effective services to support carers are in place as part of the integrated social and health services by:

- Developing and implementing the action plan resulting from the review of the carers' strategy.

What we did:

✓ We started to change the way that disability services work by bringing together charities and voluntary agencies under one service level agreement as a cooperative. The Revised Carers Strategy continues to be delivered by the Carers Strategy Group. Core actions identified for 2017/18 include a review of assessment and referral processes for Carers and a review of all currently commissioned services to ensure we deliver the best outcomes for Carers.

2. During 2016/17 we aimed to influence the use of Intermediate Care Funds (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services by:

- Agreeing the priorities and implementation plan for funding for 2016/17
- Improving the rate of delayed transfers of care for social care reasons.



What we did:

✓ Partners in Flintshire continued to work actively to ensure that Intermediate Care Funds (ICF) are used to support people to stay at home with an integrated service that meets their health and social care needs. Regular North East Wales regional review meetings are held and protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 was lower than last year and remains low in comparison to the Wales average.

✓ The Council has maintained the rate of delayed discharges below last year's rate. Delayed discharges for social care reasons tend to be where there are complex mental health needs. All delays are jointly monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) and, early resolutions for people are prioritised.

3. During 2016/17 we said we would work through the Children's Services Forum and participation group to improve access to Child and Adolescent Mental Health Services (CAMHS) by:

- The number and average waiting time for Looked After Children to access CAMHS.

What we did:

✓ The latest report from Betsi Cadwaladr University Health Board (BCUHB) shows that the Flintshire CAMHS have been successful in reducing the waiting lists for Primary Mental Health. We are now meeting the Welsh Government target of 28 days. BCUHB prioritise Looked After Children for fast tracking into CAMHS and, by working jointly with colleagues in the Local Authority, provide appropriate packages.

4. During 2016/17 we said we would further develop dementia awareness across the county by:

- The number of events (and take up) aimed at raising awareness of dementia across the County.
- The number of dementia friendly towns in Flintshire

What we did:

✓ There are three Dementia Friendly communities in Flintshire, and four other communities are applying for this status. Dementia Friendly Communities have held events throughout the year, including Business Awards for Mold and Buckley. We now have 38 Dementia Friendly businesses, and 10 memory cafes.

✓ Two projects for inter-generational work were delivered and we have 6 schools where all pupils are Dementia Friends. We also developed an Early Onset Peer Support service with people living with dementia.


Safeguarding	Progress	Good	Outcome	High
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1. During 2016/17 we said we would strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:

- Developing a corporate safeguarding policy which operates as a framework for each service within the Council.
- Development of a performance framework and reporting cycle.
- Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage.

What we did:


✓ A corporate safeguarding policy has been agreed. We will be reviewing all Social Services policies and strategies starting in September 2017 to ensure that they take safeguarding issues into account.


 Each portfolio has a nominated lead and a safeguarding panel has been set up.

2. Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding by:

- Carrying out a training needs analysis across the Council.
- Referral rates from services other than Social Services.


What we did:


 E-learning modules on Safeguarding are now available on Flintshire Academi. Interactive half day workshops were delivered during May and June 2016.

 Three safeguarding referrals were recorded as originating from portfolios in the Council other than Social Services. Employees recording referrals have been asked to ensure that the source of the referral is clearly specified. We expect to see an increase during 2017/18.

3. Working with our partners we will ensure that our response rates to referrals remain within statutory targets by maintaining:

- Statutory procedural targets for child and adult protection.

 The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. We started measuring the timescales for enquiries in October, and for the second half of the year the Safeguarding Unit made an initial determination on 74% of reports within 7 days. Procedures were reviewed in line with new guidance in order to improve performance against the national timescale. Against the outcome measure, risk was managed for 100% of adult protection referrals during the year.

 Performance on the timeliness of child protection conferences was challenged by a rise in the number of children on the Child Protection Register with impacts on being able to hold timely conferences. 74% of initial child protection conferences were held within timescales, and 98% of review conferences were on time.

1. During 2016/17 we said we would promote Strategic / Regional positioning in readiness for future accelerated growth by:

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire.
- Success in gaining approval and/or funding for programmes which will support economic growth.

What we did:

✓ The Council has played a central role in developing an Economic Growth Deal Bid for North Wales with the UK and Wales Governments. This role has included maintaining positive cross-border working arrangements within the Mersey Dee Alliance (MDA). Flintshire strategic development sites and transport needs feature in the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan.



✓ The aim, for the end of the year, was to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area. This has been fully achieved.

2. Maximise the economic value of transformation projects by:

- Monitoring and supporting the implementation of the transformation projects.
- Supporting supply chain development.
- Converting business enquiries to investment within Flintshire.

What we did:

✓ The Vibrant and Viable Places (VVP) is in its final year of delivery and all projects are now complete. 'Pipeline' projects were developed to use any underspend funds that Welsh Government might make available and £435,000 of extra funding was secured as a result. There are close working arrangements in place between the contractor for the Strategic Housing and Regeneration (SHARP), Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities.

✓ Ten supply chain events have been delivered throughout the year in partnership with Business Wales, procurement services and the Mersey Dee Alliance.

✓ During 2016/17 181 business enquiries were received, of which 158 converted to investment, resulting in a conversion rate of 87.2%.

3. During 2016/17 we said we would facilitate the creation of jobs by :

- Creating jobs within Flintshire, and;
- Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

What we did:

✓ During 2016/17 we responded to 181 new business enquiries which resulted in an average conversion rate from enquiry to investment of 87.2% with 1,480 new jobs created. Of the 1,480 new jobs 572 are within the Deeside Enterprise Zone. 7 new social enterprises started in Flintshire resulting in 12 new jobs and a further 9 social enterprises have been supported in development. 34 business events have been delivered and 2,718 business delegates engaged with from across the region.

✓ The tourism sector across Flintshire currently supports 3,163 direct jobs and generates £238m annually from 3.5m staying visitors and 2.7m day visitors.

✓ All programmes continued into 2016/17 due to continuation of the Welsh Housing Quality Standard scheme. As a direct result of this 42 local jobs that were created have been retained. The number of jobs created continues to improve as further contracts are procured. Future progress will be maintained through the new Flintshire Apprentice Academy.

✓ 393 jobs were created during 2016/17. Phase 1 of the Strategic Housing and Regeneration Programme (SHARP) started in May 2016 at the former Custom House Lane School site in Connah's Quay with 116 jobs created. The next development started at The Walks site in Flint in July 2016 with 257 jobs created. The latest development at the Redhall Garage site in Connah's Quay during March 2017 has created 20 jobs.

4. Strengthen the economic benefits of town centres and the visitor economy by :

- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline.
- Facilitating private sector investment in town centres.
- Expanding the North East Wales Ambassadors programme in Flintshire.

What we did:

✓ Delivery of the Coastal Communities Fund has improved access to and awareness of the Dee coastline having installed small scale visitor infrastructure and interpretation at key points. The tourism service has grown the Ambassadors programme with 30 Flintshire participants promoting the area as part of the North East Wales brand and improving destination planning and management for visitors.

✓ The level of vacant units across Flintshire towns is 10% indicating a gradual rising level of vacancy in line with the national trend. The service has started the process of developing a new plan for supporting town centres in the future which will extend into next year. Delivery of the Coastal Communities Fund has improved access and awareness of the Dee coastline including the installation of a visitor information and interpretation facilities.

⚠ 3 projects have received development support from the Council, however none have yet moved to development stage.

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.
2. Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes.
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network (BEN).
4. Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging.

What we did:

✓ Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) had a specific seminar focusing on this priority. Information promoting local and regional opportunities for young people is published as a Careers Wales newsletter which is circulated regularly to Flintshire schools.

✓ Wates Residential, Flintshire's development partners for the Strategic Housing and Regeneration Programme (SHARP), has created 12 apprenticeship opportunities during 2016/17, 4 of these apprenticeships were created via Futureworks Flintshire shared apprenticeship scheme.



✓ As part of the conditions attached to the contract to deliver SHARP the development partner delivers community benefits which include the provision of traineeships on the construction sites. Working closely with Flintshire's Communities First team, the developers, Wates Residential, have provided 24 out of a total of 32 traineeships to help people

get into employment.

✓ During 2016/17 the programme concentrated on delivering business planning sessions ensuring that the Enterprise Club members' objectives and goals were met through the support of the Business Entrepreneur Network (BEN).

✓ Work continued throughout 2016/17 in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings were scheduled with schools and other education providers and attended by a range of appropriate support agencies. The Learner Profiling Tool was used to identify young people at risk. TRAC began in April 2016 targeting young people between the ages of 11 and 19 who were considered at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and Careers Wales providing resources to deliver a range of effective support to targeted young people at risk of becoming not in education, training or employment (NEET). 1.7% of young people post 16 are NEET, which maintains the Council's good record.

✓ Since September 2016, 87 placements were offered to Key Stage 4 learners in Flintshire on the following vocational courses ; Hair & Beauty, Motor Vehicle, Small Animal Care, and Construction. A further 43 places were taken up on the military preparation courses, with 14 preparing for their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils were referred to the project to date for additional intervention.

Modernised and High Performing Education	Progress	Good	Outcome	High
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During 2016/17 we said we would make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards:

1. Working effectively with the Regional School Improvement Service (GwE) to:

- Develop leadership capacity in schools through school modernisation and regional working;
- Share best teaching practice and resources across schools most in need;
- 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 digital literacy, literacy and numeracy

What we did:

✓ The Council and our Regional School Improvement partners continued to monitor schools and target appropriate support through 2016/17. Schools were targeted based on the outcomes of national categorisation and from Estyn inspections.

Where schools did not make the appropriate progress, despite high levels of support, the Council took action under the legislative guidance for Schools Causing Concern by issuing warning notices.

Schools are increasing their participation in local and regional training events which enable the sharing of best practice, improving leadership capacity across all



curriculum areas and in particular, the national priorities of literacy, numeracy, and digital competence. Through the GwE Challenge and Support Programme, schools are encouraged to work in networks and clusters to disseminate best practice.

2. Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".

What we did:

✓ During 2016/17 secured Welsh Government (WG) Funding of £1.6m to enable re-commissioning a full Families First Programme. The Council has followed the new guidance proposals to decommission parts of the programme which were no longer viable and worked with the voluntary sector. The full programme is now being commissioned for delivery with effect from April 2018. This is on track and will be delivered fully and within financial budget. The programme has ensured that the new provision provides resources for the Early Intervention Hub, which is an innovative multi-agency approach to improve and support children's life opportunities at an early stage.

3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.

What we did:

✓ Education, Training and Employment (ETE) has been prioritised with a new action plan. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. Delivery has been enhanced through the appointment of a Proactive Education Co-ordinator and improved partnerships with the third sector Symud Ymlaen organisation.

✓ 57% of Flintshire Youth Justice Service (YJS) school age young people are supervised in full time Employment, Training or Education (ETE) (Wales average is 46%). 71% are offered this level of provision. Flintshire is the 4th best performing Youth Justice Service in Wales in this respect (out of 15). This is an improvement on 2 years ago when Flintshire was in 13th place. This has been as a result of the continued partnership working with our colleagues in schools and colleges to support young people in maintaining educational placements despite sometimes challenging behaviour or other difficulties.

! Flintshire Youth Justice Service (YJS) performed well in the most recently published Youth Justice Board data young people age 16+ in education and training - 1st out of 15 other services across Wales. However the number engaged in full time education, training or employment remains low and requires further joint work between the YJS and Education. Of particular concern are those young people leaving custody. The service works with these young people prior to their release date to ensure that there is education provision for them upon release including vocational qualifications (Agored Cymru) and skills to increase their employability in the future.

4. Continuing to implement Band A of the 21st Century Schools Programme.

What we did:

✓ The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus) were completed in August 2016. A revised Strategic Outline Programme for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by Welsh Government (WG). Proposed Capital projects at Connah's Quay High School and Penyffordd were approved in October 2016 and now form the remainder of the Band A programme. Remaining projects within Band A are being progressed in line with programme timelines. A combined Strategic Outline Case and Outline Business Case has been submitted and approved in principal by WG for the proposed project at Penyffordd. Wynne Construction have been engaged through the North Wales Construction Framework.

5. Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.

What we did:

✓ This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B 21st Century programme to follow Band A, which is expected to be programmed between 2019 and 2024. Local Authorities in Wales are awaiting further confirmation and detail from WG. Preparatory work is in progress for options for Band B.

6. Securing a sustainable strategy for repairs and maintenance of school buildings.

What we did:

! Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools continue to be submitted for consideration. The annual R&M allocation together with the continuation of the Council's capital programme through two funding streams will support a sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); and provide an efficient school estate. Funding is limited and prioritisation of need is a constant challenge.

7. Securing a sustainable set of transport policies and efficient delivery practices.

What we did:

✓ Expert consultants were engaged to provide options for efficiencies for home to school transport. The Cabinet considered recommendations from a School Transport Task & Finish Group. The decision was not to proceed at this point.

8. Developing an effective local approach to national inclusion reforms.

What we did:

- ✔ The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding allocated by Wales Government to support a training programme. Full implementation of Wales Government reforms is not anticipated before 2018.
- ✔ The projects commissioned through the use of WG ALN Innovation Funding were completed by 31st March 2017. Additional funding has been allocated by WG for further projects in the 2017/18 financial year. The findings of the previous work undertaken has formed the basis for this work including a focus on developing effective transition using the Person Centred Planning approach and the development of an Additional Learning Needs Co-ordinator's Handbook and support network.
- ✔ Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training by July 2016. The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice.
- ✔ Flintshire is above the Wales and regional average for the percentage of Key Stage 3 learners achieving improved outcomes in Mathematics. We are ranked 5th in Wales which is 1 place above our benchmark of 6th. At Key Stage 2 we have improved by 2.2% points to be at the highest level in the North Wales region and improved the local authority ranked position from 11th to 6th in Wales.
- ⚠ Performance of Key Stage 4 learners in Mathematics has remained static for 2016/17 against 2015/16 actuals.

Safe	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan by:

- Reviewing the performance of the delivery framework of the NWSCB.
- Public Service Board (PSB) adopting the key priorities of the regional Community Safety Plan.

What we did:

✓ The North Wales Safer Communities Board Plan for 2016/17 was approved and regional priorities have been embedded within the local 'People are Safe' delivery plan under the guidance of the Public Services Board.



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

- Reducing the impact of domestic abuse on high risk repeat victims.
 - Managing the impacts of substance misuse through improved service provision.
 - Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

What we did:

✓ The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. During 2016/17 there were lower incidents of repeat victimisation. 14% of high risk repeat victims were referred to the Flintshire MARAC indicating a 6% point reduction from the previous year and a 50% point reduction against target.


⚠ The number of completed treatments provided to those with substance misuse problems has fluctuated throughout the year. The overall average for 2016/17 is 77.69% which is below the 2015/16 rate of 78.91%.

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


- Agreement of a forward plan for the resilience of the control room (location and technology renewal).
- Agreement of a new business and funding plan for the future service.

- Maintaining continuity of service during the service review.
- Maintaining continuity of Council and, Town and Community Council partnership funding during the review.

What we did:

 The feasibility study is complete and the consultant's report has been received to inform decision making.

 Consultation with Town & Community Councils and other Stakeholders is now complete.

 Relocation of the CCTV control room has been postponed. Progress to Stage Two has not been finalised however the consultancy brief included preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology. The procurement of re-deployable cameras (where possible) will be made to complement the static CCTV camera scheme.

Poverty	Progress	Good	Outcome	High
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1. During 2016/17 we said we would provide advice and support services to help people protect their income by:

- 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 Discretionary Housing Payment Policy.
- Supporting Flintshire residents to better manage their financial commitments.
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances.

What we did:

✓ For the period 2016/2017, the successful outcomes from welfare rights interventions with Flintshire households generated additional benefit income of £1,579,380 for the year.

✓ During the year the demand from residents for access to advice and support providers was managed by the Advice and Housing Support Referral Gateways. As the Universal Credit full service is introduced within Flintshire from the beginning of 2017/18 support is being concentrated on residents who will become Universal Credit claimants.

⚠ The Council continues to provide advice and support services to help residents maximise their household income through accessing the correct entitlement of social security benefits and managing their debts. The total number of residents supported to better manage their financial commitments was 21 during 2016/17 due to there being more limited advisory capacity.



⚠ Performance was affected during the first half of the year due to recruitment and retention issues. Although the Council's performance target was been missed, we did achieve the Department for Work and Pensions (DWP) target of 24 days.

2. Helping people get closer to work and / or be work ready through a range of Government and European funded programmes:

- The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government or European funded programmes.

What we did:

✓ The Council and third sector providers have delivered support packages to households to enable them to get closer to work through the Supporting People Programme. During 2016/17 439 people engaged in education or learning opportunities and 610 people engaged in employment or volunteering opportunities.

✓ Communities First has a number of initiatives ensuring people enter employment from weekly job clubs to annual jobs fairs. To date we have been supported 99 people into full and part time employment.

✓ Communities First have worked with clients to enable them to be as work ready as possible, by supporting them through a number of courses including Health and Safety. 247 clients gained a qualification in 2016/17.

3. Deliver energy efficient measures to homes in Flintshire by:

- Reducing the overall annual fuel bill for residents.
- Increasing the number of homes receiving energy efficient measures.
- Creating and launching a national energy efficiency materials and supplier framework.

What we did:

✓ The Council secured £35k of Welsh Government Warm Homes funding for Whole-House Assessments. The funding was used to provide solid wall insulation, efficient heating, and other energy efficiency improvements.

✓ The Gas Infill projects remain on track, and further opportunities for next financial year are being explored together with Capital Works. The pilot project utilising air source heat pumps, solar technology and battery storage installations are now complete.

✓ The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities. Overall this year we have completed 1,247 measures in 877 properties, saving tenants £288k annually for the lifetime of the measures, and a lifetime carbon savings of 33,000 tonnes.

✓ We have allocated the full grant amount of £325k from National Energy Action's (NEA) Warm and Healthy Homes. The domestic energy retrofit framework for Wales is now live which should deliver further savings.



Environment	Progress	Good	Outcome	Good
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1. During 2016/17 we said we would use available grant funding to support Council priorities for accessing employment, health, leisure and education by:

- Submission of successful funding bids to Welsh Government for local transport funding.
- Successfully delivering schemes funded through the Local Transport Fund - infrastructure.
- Preparing the existing route map and integrated network map for “Active Travel”
- Securing funding via the Rural and Community Development Fund – community transport.

What we did:



During 2016/17 Welsh Government funding was received for Road Safety Grant Schemes. Those completed include the A5026, Lloc - Junction Improvement, A5104 Penymynydd to Warren Hall and, Liverpool Road/Alltami Road.



Welsh Government did not deliver the revised mapping system that was to be used for capturing Active Travel proposals by all Local Authorities during 2016/17 therefore it was decided to use our current mapping system to develop the proposals to enable the agreed timetable to be achieved. Active Travel proposals were presented at the Community and Town Councils Forum in June, followed by commencement of the Statutory 12 week consultation period in July. Informal engagement events were managed with the Flintshire Disability Forum, Schools and the Local Access Forum



Several community transport schemes were discussed at working groups and drop in events during May and June. Close working with communities has enabled local innovative schemes to be developed. One Community Transport Hub has been established and 5 other schemes have been developed through working with stakeholders including the Community Councils that are due to commence in 2017/18

2. Prioritise the Council’s road infrastructure for repairs and maintenance, and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network by:

- Monitoring the condition of the highway’s infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works on Flintshire’s network.

What we did:

✓ Part 1 of the scheduled programme of work was completed between April and October 2016 which included carriageway surface dressing and resurfacing. Carriageway 'patching' was also completed during the year.

✓ Performance for the percentage of street work inspections undertaken to ensure the reinstatement of road conditions met the required standards was 15% for 2016/17 exceeding the target of 12.5%. The inspections undertaken have a threefold effect in (1) ensuring standards remain at an acceptable level (2) reducing repeat reinstatements and (3) reducing repeat site revisits.

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

- Delivering Welsh Government (WG) funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the WG 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 (older drivers, newly qualified young drivers and, motorcyclists)

What we did:

✓ Scanner Surveys of road conditions were made available to the Council in November 2016 for A, B, and C roads considered to be in overall poor conditions. The results show an improvement from 4.02% in 2015/16 to 3.35% during 2016/17.

✓ 34 road safety initiatives aimed at high risk older drivers were completed for the year against a target of 27. There was an increase in the latter part of the year due to a change in local advertising.


! The yearly total of 29 road safety initiatives aimed at newly qualified young drivers shows an increase in the latter half of the year due to the actions undertaken following advice from the Young Persons Steering Group. However the outturn is lower than the predicted target of 44. Attendance on the Pass Plus Cymru course has been in decline in previous years. The Young Persons Steering group is continuing to consider alternative promotions with Flintshire to support an increase in uptake.


✓ Welsh Government funding was secured for BikeSafe Motorcycle Training for residents of Flintshire. The BikeSafe workshop explores the main riding hazards that a motorcyclist may encounter by delivering theory presentations and observed rides. In addition to the BikeSafe workshop, a First Bike On Scene (FBOS) First Aid for Riders course was also made available to residents of Flintshire. 65 courses were delivered during the year which included residents from outside the area undertaking the training within North Wales.

4. Work closely with communities to develop, innovate and, sustain community transport schemes by:

- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services
- Development of community transport “hubs” within available funding.

What we did:


 Working groups were set up within the 21 communities that signed up to development of innovative and sustainable community transport schemes. Group meetings took place throughout August and September 2016. The purpose of the working groups was to organise public drop-in events to identify the demand within each area. A series of drop-in events were held across the County with the wider community and stakeholders to explain how people could get involved in the project.


 Only 1 Community Transport Hub was introduced during 2016/17 in the Higher Kinnerton area. Communication has been maintained with the community and is ongoing to ensure the success and sustainability of the scheme. Work has been carried out within the communities; officers have attended Community Council meetings, and facilitated drop in sessions to help develop community transport schemes. Several potential community transport schemes have been identified and several schemes are due to commence in 2017/18. Promotion of the schemes and close working with communities has enabled innovative schemes to be identified and developed.

Sustainable Development & Environmental Management	Progress	Good	Outcome	High
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1. During 2016/17 we said we would establish an environment working group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG) by:
 - Gaining approval to the grant submission.
 - Establishing a Single Environment Group.
 - Monitoring progress and claiming the equivalent grant funding.

What we did:

 The Single Environment Working Group (SEWG) was established in June and has met twice since.

 The Group has successfully co-ordinated the actions of the two portfolios to meet the aims of the Single Environment Grant Claim (SEG) claim. SEWG are tracking the latest position on 2017/18 SEG level.

2. Agree the Local Development Plan’s (LDP) vision and objectives, and options to accommodate growth by:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan.
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan.
- Publicising the pre-deposit plan.
- Completing the public consultation on the pre-deposit plan

What we did:

- ✓ Consultation on strategic options was completed in December 2016 and feedback reported to the Planning Strategy Group at its February 2017 meeting where the growth and spatial option was agreed.
- ✓ Council Members considered a draft of the emerging Preferred Strategy at the March 2017 Planning Strategy Group meeting and endorsed the emerging plan, including the vision, objectives, selected growth and spatial option, and draft strategic policies.
- ✓ Officers were given delegated powers to proceed to complete the draft Preferred Strategy including the preparation of supporting documents ready for consideration in the summer, following the Council elections.

3. Reducing our Carbon footprint by:

- Creating two solar farms on Flintshire County Council land.
- Installing an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs
- Securing planning approval for the introduction of a waste transfer station in Greenfield.
- Creating a waste transfer station in Greenfield
- Improving recycling performance
- Reducing our carbon emissions

What we did:

- ✓ Overall energy consumption figures show a reduction for all fuel types as follows: Electricity -2.64 %, Gas -3.49%, Oil -38.72%, LPG -24.84%.
- ✓ A reduction in carbon emissions of 3.69% (weather corrected figure) with overall reduction for the County's carbon emissions of 4.78% (non-weather corrected) compared to 2015/16 figures
- ✓ Activities completed during the year were lighting refurbishment at Greenfield Business Centre and Hawarden Village School LED lighting, and 3 photo voltaic installations at Derwen School, Mynydd Isa Infants and Broughton CP.

✓ We created a waste transfer station at Greenfield which became operational at the end of April 2017. Kerbside collection rounds will started to tip there 3 days a week In August 2017.

4. Reviewing the Flood Risk Management Strategy by:

- Completing Flintshire’s Local Flood Risk Management Plans
- Developing a list of priority flood alleviation schemes based on transparent criteria

What we did:

✓ Preparation of a pre-consultation Draft Flood Risk Management Plan (FRMP) is complete. Following consultation the final approved Flood Risk Management Plans are expected to be published in autumn 2017.

✓ Following flooding incidents in June 2016, officers undertook a significant number of site investigations that were subsequently used to inform funding bids to Welsh Government. This funding has enabled emergency works at locations throughout Bagillt and Greenfield

5. Reducing the occurrence and impact of environmental crime. by:

- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

What we did:

✓ During 2016/17 over 3900 Fixed Penalty Notices (FPN) were issued. The success of the pilot will be assessed.

✓ Informal consultation with elected members led to the approval by Cabinet of the introduction of a Public Space Protection Order (PSPO). This will give the enforcement team further powers to enforce against fouling and dog control offences. The introduction of the PSPO will allow the enforcement team to enforce dog exclusion zones in sensitive areas such as children’s play grounds and sports pitches.

Modern and Efficient Council	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would develop the community and social sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business by:
 - Monitoring the number of new social enterprises developed.
 - Monitoring the number of social enterprises supported to thrive and prosper.
 - Monitoring community benefits delivered by new social enterprises.

What we did:



During the year 11 new social enterprises were developed compared with 5 in 2015/16, these include:

- Holywell Leisure Centre, Toe to Toe, and Connah's Quay Nomads which formed a new social enterprise to take on Connah's Quay Youth Centre.
- Buckley Boxing Club formed a new social enterprise to take on Bistre Youth and Community Centre, and Flintshire Counselling was established to provide affordable counselling services to citizens who cannot access mainstream provision.
- Beyond the Boundaries, a beauty salon was developed specifically to create work and training opportunities for young people with disabilities.
- Emotional Learning Foundation was developed to change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative.
- Art and Soul Tribe was developed to address the issue of bullying and use an alternative fashion show to convey their messages.
- Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities.
- Pepperpot Childcare is an inclusive 'wrap around' childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities.
- Trelogan Community Centre manage a community building in the centre of the community for the benefit of local residents.



✓ A wide range of business support, advice and guidance was provided to 24 social enterprises operating within Flintshire over the last year compared with 12 during 2015/16, the beneficiaries of this support include:

- Holywell Leisure Centre
- Toe to Toe
- Connah's Quay Nomads
- Buckley Boxing Club
- RainbowBiz
- West Flintshire Community Enterprises
- Groundwork North Wales
- Flintshire Counselling CIC
- Mold Rugby Club
- The Clocktower
- Beyond the Boundaries CIC
- Emotional Learning Foundation CIC
- Amser Babi Cymraeg
- BREW
- Parkfields community Centre
- Neighbourhood Economics
- Art and Soul Tribe CIC
- Cambria Band CIC

2. Encourage volunteers and active citizens by:

- Monitoring the impact of the local volunteering policy.

What we did:

! Encouraging volunteers and active citizens is a longer-term programme. The volunteering policy has been shared with the Public Services Board (PSB) and work is in progress with public sector partners under the "community resilience" priority of the Board.

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

- Establishing a Community Benefits Board with an action plan.
- Monitoring the percentage of Community Benefit clauses included in new procurement contracts.


What we did:

! The Community Benefits Board is concentrating on Academy Apprenticeships so its wider impacts are limited. Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m now include Community Benefit clauses. The Commissioning Forms are being reviewed by the Corporate Procurement Team for all projects above £25k - therefore the inclusion of Community Benefits in contracts will be increasing.

4. Design and implement Alternative Delivery Models (ADMs) to sustain important services to meet future need by:

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

What we did:

 An activity plan for 2016/17 was developed with a key group of social enterprises that aimed to provide leadership and further support to the sector. The plan included:


- Two specific contracts targeted at the sector
- Business support and Dragons Den sessions
- A new business award in business week specific to the social enterprise sector; and
- The development of a community benefits policy for Flintshire.

This is a three year plan which aims to be complete by 31st March 2018 and is currently two thirds of the way through and on target.

5. Empower communities to run and manage facilities in their locality through the Community Asset Transfers (CAT) by:

- Monitoring the number of public assets safely transferred to the community.
- Monitoring community benefits delivered by Community Asset Transfers.

What we did:

 During 2016/17 19 Community Asset Transfers were either complete or nearing legal completion. These are:

- Argoed community centre and library (Café Isa);
- Bistre Youth and Community Centre;
- Connah's Quay Swimming Pool (Cambrian Aquatics);
- Connah's Quay Youth Club;
- Connah's Quay Allotments (Mill Lane);
- Connah's Quay Scouts Building;
- Connah's Quay Cricket Club;
- Former Registrar's Office, Holywell;
- Greenfield Bowling Club;
- Gwernaffield Village Hall;
- Hope Library;
- Holywell library (Toe to Toe);
- Holywell Leisure Centre;
- Mancot Library;
- Maes Pennant Playing Field, Mostyn;
- Mold RFC;
- Mosytn Bowling Club,

- Scout Groups, various;
- Trelogan Community Centre.

! To support existing transfers 4 monitoring visits have been completed with the remainder planned early in 2017/18.

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

- Monitoring the achievements of the Armed Forces Covenant Action Plan.

What we did:

! Flintshire has been active during the year to ensure that the Armed Forces community are not disadvantaged when accessing Council services. We have been awarded the Ministry of Defence's Bronze award of Employee Recognition Scheme and are pursuing the Silver award. Regional funding from the Ministry of Defence has been secured and will support two 2 year co-ordinator positions working across six authorities to support the delivery of the Covenant's objectives.

Improving Resource Management	Progress	Good	Outcome	Medium
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1. During 2016/17 we said we would develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making by:

- Revising our plan to meet the £38m funding gap.
- Matching our priorities with revenue and capital investment.
- Achieving our efficiency targets.

What we did:

! The Medium Term Financial Strategy (MTFS) was adopted by the Cabinet. The amber outcome rating is due to uncertainty over future funding settlements. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. The annual budget was developed and agreed in three stages between September and February.





! Total efficiency achieved for 2016/17 was £9.557m against a target of £10.521m – an achievement rate of 91%


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


- Participation in the Flintshire Academies Training and Development Programmes.
- Monitoring the impact of people performance management.
- Monitoring the impact of the new Employee Development and Talent.
- Management of employee retention
- Monitoring the impact of the People Strategy in service portfolios


What we did:

 The updated People Strategy for 2016-19 was approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim period of strategy revision, resources have been prioritised to meet the top organisational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.

 Participation in the Flintshire Academies Training and Development Programmes was a new measure for 2016/17 and, refers to a place of study or learning which covers Leadership & Management, general and/or Role specific personal development, Equality and Diversity, Welsh Language, Health & Safety, First Aid, and ICT. During the year 868 employees attended some form of training.

 65% of employees received an annual appraisal during 2016/17. Work is ongoing to ensure that annual appraisals take place in a timely way for all employees and are recorded on iTrent.


 Sickness absence has reduced to 9.87 working days per shift per full time equivalent employee during 2016/17 compared with 10.5 in 2015/16.

 The percentage of employee turnover during 2016/17 was 12.36%. This shows a change from the comparative figures for 2015/16 (10.64%) as is due, in part, to the inclusion of Community Playworkers and employees within services included in Alternative Service Models where services have been transferred out.

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

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

What we did:

 The Council's corporate accommodation is being rationalised through reducing floor space, costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation. The relocation of

services from Phase 4 to Phases 1 and 2 has freed up an additional 3,571 square metres within County Hall. The cumulative total vacated space is 5,579 square metres.

✓ During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. The equivalent figure for 2016/17 is a reduction of £604,139.

✓ The percentage of employees working in an agile way within County Hall was 87% which denotes a ratio of 819 workspaces to 944 employees.

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

- Creating efficiencies through the use of local, regional and national procurement arrangements.
- Reducing the cost of procurement through the use of end to end electronic purchasing.

What we did:

✓ During the year progress has been made in delivering purchasing efficiencies through the use of regional and national procurement collaborations as a result of working with the National Procurement Service, and identifying joint collaborative opportunities with Denbighshire County Council.

✓ The largest spend service areas have continued to engage and make use of the Proactis Portal for day to day tendering activities resulting in greater compliance with the Contract Procedure Rules as well as delivering process efficiencies.

5. Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer by:

- Increasing the number of transactional services online and via the Flintshire App.
- Increasing the take up of online services.
- Responding to customer feedback to ensure information is accessed at the first point of contact online.

What we did:

✓ The new Customer Service Strategy was approved by Cabinet and sets out the Council's plan to transform customer



access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels.

✓ The number of online digital transactions increased with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

✓ During 2016/17 the number of digital enquiries i.e. website, e-forms, Mobile App and Live Chat increased each quarter with over 31,000 online enquiries received during the year. The final quarter saw the highest increase with 11,809 enquiries received compared to 7,460 to the previous quarter. There was also a rise in the number of people browsing the NEW Homes website with 1,421 users choosing to explore housing opportunities online.

✓ During 2016/17 website usage was consistent, over 765,000 people visited Flintshire's website during the year. On average this equated to over 191,000 visitors each quarter. Over 4.7 million web pages were viewed during the year. There was an increase in the number of users to the Council's website in quarter 4 with 214,196 users visiting the website. Each user visited 2.29 on average times during the quarter. Over 1.3 million web pages were viewed meaning that website users looked at around 6 pages during their visit to our website.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. The Council published an updated Strategic

Equality Plan in 2016; this is being incorporated into CAMMS (Performance management system) to ensure that progress and achievements can be monitored more effectively and regular updates provided.

✔ We are developing an electronic system for integrated impact assessments. This is scheduled to be in place by autumn 2017. It will ensure equality and Welsh language impact assessments are systematically undertaken as part of business and policy decisions to inform decision-making.

✔ We participated in the first Diversity Festival for Flintshire promoting the Council's commitment to equality and increasing access to services.

✔ We completed an Equal Pay audit which will be published on our website. The audit concentrated on the pay difference between men and women but future pay audits will include other protected groups.

! Progress continues to remain inconsistent across service portfolios, incorporating the Strategic Equality Plans within the Council's new business planning process will contribute to more efficient reporting. A key area of improvement is the collation of baseline data to identify areas of significant inequality where we need to target our resources to improve outcomes for our customers.

We need to accelerate the employee diversity audit to ensure that a detailed equal pay audit can be undertaken in September 2017.

Welsh Language Standards (WLS)

The Council is committed to meeting the Welsh Language Standards ensuring that we can provide high quality services in both English and Welsh. We have undertaken several activities during the past 12 months to identify the profile of Welsh language skills across the organisation and to raise the visibility and audibility of the language:

✔ The percentage of employees who completed the Welsh language skills audit increased from 42% to 82% during 2016/17. Identifying the language skills of employees helps managers plan to deliver bilingual services. We aim to achieve 100% completion rate by 31st March 2018.

✔ We supported Menter Iaith to celebrate a successful St David's Day in Flint town. There are plans to continue supporting celebrations of St David's Day in the community.

✔ The Council's Welsh Language Network has been involved in initiatives to raise the profile of Welsh language within the Council.

✔ In partnership with Menter Iaith and Coleg Cambria we promoted the Welsh language to local businesses as part of Business Week activities.

! We can only deliver excellent services in Welsh if there are sufficient numbers of employees with the appropriate Welsh language skills at each service delivery point and in each workplace where there is contact with the public. We need to review

our Human Resource Management policies to ensure we can attract and retain Welsh speakers and ensure that we are able to provide opportunities for employees to develop and maintain their Welsh language skills.

Link to detailed year end [Welsh Language Annual Report](#).

Sustainable Development

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. The Act recognises that Wales faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, jobs and growth. It also recognises the need to work together and think about the long term impacts of decisions in order to tackle these issues.

✓ Within the Council work has been undertaken during the year which has focused on securing vital services for the future. This has been evidenced earlier in the report through, for example:

- Our own change in operational model and integration of business units
- Increased collaborative and partnership working
- Greater levels of consultation with local people e.g. Our Flintshire, Our Future
- Continuous development of alternative service delivery models.

✓ Our work to sustain services continues into 2017/18 and is evident in our [Council Plan](#) for 2017/18 particularly in sections such as 'Developing Communities' where we support communities to become more resilient and self-sufficient.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board was established on 1st April 2016 as a result of the "Well-being of Future Generations (Wales) Act" coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (statutory members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (invited PSB members). Together these organisations are responsible for developing and implementing the Well-being Plan for Flintshire which is due to be published in May 2018.

Whilst the PSB realise there is much that could be done to add value to public services and to the communities of Flintshire they have identified a number of priorities for 2017/18

that support the seven goals of the “Well-being of Future Generations (Wales) Act”. These being:-

- Well-being and Independent Living
- Safe and Resilient Communities
- Community Safety
- Economy
- Environment

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO publish an annual report on behalf of the Auditor General for Wales in 2016/17 called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year. The Auditor General has not made any statutory recommendations with which the Council must comply. Four advisory proposals for improvement have been made which are listed in table 3 below:

The Council has responded with an action plan against which progress is regularly monitored.

Table 3

Issue date	Brief description	Conclusions	Proposals for improvement
Governance			
May 2017	<p>Good governance when determining service changes</p> <p>Review of the Council’s governance arrangements for determining service changes.</p>	<p>The Council’s governance arrangements for determining significant service change are generally effective with some opportunities to further strengthen its approach. We came to this conclusion because:</p> <p>The Council has a clear vision and strategic approach for determining service change;</p> <p>Governance and accountability arrangements for service change decision-making processes are clear, comprehensive and well-understood;</p> <p>Options appraisals relating to service change are robust, transparent and wide-ranging;</p> <p>The Council has effective arrangements to engage</p>	<p>The Council’s governance arrangements could be strengthened by:</p> <p>P1 Clearly defining the role of Scrutiny Committees in reviewing the impact of individual service changes, and by encouraging committees to reflect this role in their Forward Work Plans</p> <p>P2 Ensuring that Equality Impact Assessments associated with service change are of a consistently high quality.</p> <p>P3 Ensuring that internal reviews of its governance arrangements – such as the Annual Governance Statement – explicitly consider governance in relation to decisions about service change.</p>

		<p>with, and inform, stakeholders about</p> <p>service change proposals, their potential implications and the processes involved in reaching a decision;</p> <p>Corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny; and</p> <p>The Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback.</p>	
Use of resources			
November 2016	<p>Annual audit letter 2015-16 Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice.</p>	<p>The Council complied with its responsibilities relating to financial reporting and use of resources</p> <p>The Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and</p> <p>Work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems.</p>	None
January 2017	<p>Savings planning Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.</p>	<p>The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience. We came to this conclusion because:</p> <p>Savings achievement 2015-16</p> <p>The Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered.</p> <p>Financial planning</p>	P1 Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.

		<p>arrangements</p> <p>The Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFS to five years to address the current lack of indicative plans for future years.</p> <p>Savings Plan 2016-17</p> <p>The Council forecasts that it is will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved.</p>	
Improvement planning and reporting			
July 2016	<p>Wales Audit Office annual improvement plan audit</p> <p>Review of the Council's published plans for delivering on improvement objectives.</p>	The Council has complied with its statutory improvement planning duties.	None
November 2016	<p>Wales Audit Office annual assessment of performance audit</p> <p>Review of the Council's published performance assessment.</p>	The Council has complied with its statutory improvement reporting duties.	None
Reviews by inspection and regulation bodies			
No reviews by inspection and regulation bodies have taken place during the time period			

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

✓ The Council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under RIDDOR to the Health & Safety Executive (HSE) are investigated. All statistical data is gathered by Corporate Health and Safety and provided to the relevant portfolios/services for detailed trend analysis.

✓ The Corporate Health and Safety Steering Group continue to meet on a quarterly basis playing a major part in identifying risk management priorities and demonstrating health and safety leadership. Each Portfolio have presented the group with annual health and safety reports, reviewed and updated health and safety action plans, detailed accident/investigation statistics and claims data for 2016/17.

✓ All Portfolio's support the Council priorities with regard to health and safety and include health and safety within formal meetings, meeting regularly to discuss health and safety issues ensuring they are part of the strategic and operational planning process and that strategic business decisions within their Service(s) are subjected to systematic hazard and risk analysis.

✓ A comprehensive programme of health and safety training continues to be made available. Relevant health and safety training needs are identified through learning and development appraisals and delivered both internally and externally.

✓ Initiatives for 2016/17 have included:

- Development of new accident/incident reporting system which will provide an electronic form and compatibility with new ICT systems – to be rolled out end of 2017
- Continue to raise awareness of the importance of completing the e-learning programmes to complement agile working
- Programme of Asbestos & Legionella Awareness Training for premises managers
- Hand Arm Vibration training and programme of monitoring
- Development of formal health and safety service level agreements to support the Alternative Delivery Models and Schools.

✓ It is important that employees and managers ensure health and safety management arrangements are reviewed and/or maintained and monitored through periods of change. The Corporate Health and Safety Steering Group and Chief Officers Team will continue to seek assurances from each of the Portfolios of these arrangements and the Corporate Health and Safety Team will continue to monitor effectiveness of health and safety arrangements through a rolling programme of inspection/accident investigations and audits.

Appendices

Appendix A – Improvement Plan 2016/17 Risk Register

Appendix B – Improvement Plan Measures Data Table

Appendix C – National Indicators Data Table

Appendix D – Glossary of Terms

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Improvement Plan 2016/17
- National Performance Bulletin 2016/17
- Flintshire Social Services Annual Performance Report 2016/17

- Annual Strategic Equality Plan Report 2016/17
- Welsh Language Monitoring Report 2016/17

Thank you for reading our Annual Performance Report for 2016/17

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

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for 2017/18 onwards please read our Council Plan 2017/23. Again, your views about future priorities, plan content and layout are welcome.

Please contact us on:

Tel: 01352 701457

Email: corporatebusiness@flintshire.gov.uk



Integrated Risk Manager
A CAMMS SOLUTION

Strategic Risk Report 2016-17

Flintshire County Council

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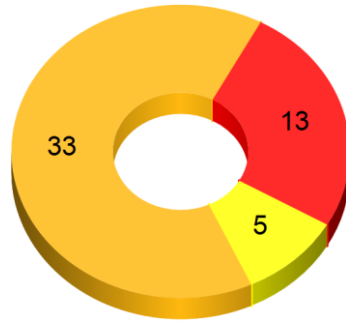


Print Date: 26-May-2017

Risk Summary

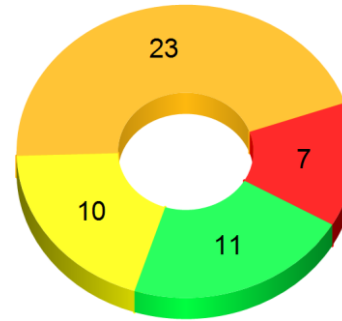
Strategic Risks

Initial Risk Assessment



Minor 9.80% (5)
Moderate 64.71% (33)
Major 25.49% (13)




Current Risk Assessment



Insignificant 21.57% (11)
Minor 19.61% (10)
Moderate 45.10% (23)
Major 13.73% (7)

Strategic Risks

1 Housing




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate.	Strategic Risk	Katie Clubb - Community Support Services Manager	Suzanne Pemberton - Supporting People Manager				Open

Potential Effects: An increase in demand by potentially homeless clients would have an impact on capacity within the service. The lack of available housing to meet this demand would result in an increase for temporary housing.

Lead Supporting Officer Comments: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase availability and reduce barriers to finding suitable and affordable accommodation.

The roll out of full service universal credit and the local housing allowance cap present further risks to numbers presenting as homeless and finding suitable housing options which will be reflected in the forecasting model.

Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST99	The supply of affordable housing will continue to be insufficient to meet community needs.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open

Potential Effects: Impact would increase pressure on housing solutions and homelessness services.

Lead Supporting Officer Comments: The Council's Strategic Housing And Regeneration Programme (SHARP) continues to progress, with the first scheme of 12 new Council homes completed on the site of the former Custom House School site, Connah's Quay. Work also commenced on The Walks, Flint which will deliver 92 Council (30) and affordable homes (62) and 40 properties at smaller sites at Connah's Quay, Leeswood and Mold. In March 2017, Cabinet approved site feasibility and investigation works on a further 22 site across Flintshire which will potentially deliver a further 363 Council and affordable properties. With these properties, the total programme will comprise 507 homes which includes 277 Council properties, 157 affordable rent properties and 73 affordable purchase properties.


The Housing Programmes Team is a statutory consultee to planning applications and ensures the delivery of affordable housing provision on market led schemes in line with planning policy and local needs. This includes developers providing gifted units for affordable rent through NEW Homes Ltd or through Shared Equity where we currently have 285 properties (which excludes those that have been sold).

The Council also oversees the delivery of the Social Housing grant (SHG) with local housing association partner.

NEW Homes continues to grow with a further 14 affordable properties transferred to the management of the company. A further 12 are scheduled for 2017/18.

Affordable properties delivered through the planning system during 16/17 was 46.

Last Updated: 25-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST100	The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Sean O'Donnell - Contract Surveyor	Amber	Amber		Open

Potential Effects: Contractors under performing against targets may have an adverse effect on budgets

Lead Supporting Officer Comments: The risk remains low as both Year 1 and Year 2 of the capital programme were delivered in full.

Year 3 surveys / scoping works have already commenced and the majority of contracts have now commenced the delivery works onsite.




All work streams are progressing well with many of the contracts anticipated to be completed and finalised in Quarter 3.

A review of the journey to date is to be undertaken by the Capital Works Manager with the Programme being refreshed to capture and incorporate any Acceptable Fails (Tenant Refusals etc.) thus further improving the delivery programme in terms of completing the works as soon as possible rather than resulting in a large 'pepper pot' programme later in the final year.

A revised structure has also been approved with the recruitment progress currently at 90% with only 5 positions left to advertise and fill.

Last Updated: 24-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST102	Council funding for adaptations and home loans will not be sufficient to meet demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open
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Potential Effects: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the Capital Programme.

Lead Supporting Officer Comments: Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.




Last Updated: 28-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST103	Financial assistance available to repair homes is not taken up by residents.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into Flintshire.

Lead Supporting Officer Comments: The budget for repairs to homes has been fully utilised this year.

Last Updated: 28-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST104	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: The Council has a statutory duty to deliver Disabled Facilities Grants (DFGs) and failure to do so in a timely manner risks challenge and reputational impact.

Lead Supporting Officer Comments: Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchase of frequently used equipment. These measures are expected to bring down the timescale for adaptations.

Last Updated: 28-Apr-2017




2 Living Well

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST105	Fragility and sustainability of the care home sector.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

Potential Effects: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Lead Supporting Officer Comments: A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.




Last Updated: 25-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST107	The quality of care home services will not meet required standards.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Performance Lead ' Social Services				Closed

Potential Effects: Negative impact on reputation of the Council.

Lead Supporting Officer Comments: The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. This risk has been mitigated to Green and is now closed.




Last Updated: 27-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST108	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager				Open

Potential Effects: High re-referral rates, statutory requirement to provide Information, Advice and Assistance not met, escalation of needs and high cost intervention, duplication of effort across agencies

Lead Supporting Officer Comments: Project arrangements for developing an Early Intervention Hub are in place with appropriate governance and delivery infrastructure. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. Additional funding has been identified through the Intermediate Care Fund to facilitate support to children, young people and families with complex needs, through targeted support to help prevent their problems from escalating.




Last Updated: 24-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST109	Demand and aspirations for independent living will not be met.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Open

Potential Effects: Insufficient capacity within existing extra care provision

Lead Supporting Officer Comments: Flint Extra Care scheme ' to be known as Llys Raddington ' is under construction and remains on track to complete in the spring of 2018. The site is at the heart of the town and will provide 73 apartments, with a mix of 1-bed and 2-bed apartments. There is specific provision for people living with dementia. The development of a new Extra Care scheme in Holywell is now progressing well. A preferred site has been identified at the vacant Ysgol Perth y Terfyn school near the town centre. The Council are working closely with Wales & West Housing Association to complete outline designs and prepare a full planning application by July 2017. Successful planning processes will enable construction to commence with a target completion in the first half of 2019. With positive progress on both projects, this risk is now decreasing.




Last Updated: 08-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST110	Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Closed
<p>Potential Effects: Increased costs to the Council</p> <p>Lead Supporting Officer Comments: £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding. Work is continuing on producing a set of operational standards with Betsi Cadwaladr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care. In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. This risk is now closed.</p> <p>Last Updated: 25-May-2017</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST111	Service provision is not co-ordinated/integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Open
<p>Potential Effects: Ineffective joint services</p> <p>Lead Supporting Officer Comments: Betsi Cadwaladr University Health Board (BCUHB) successfully recruited to two key management positions within the organisation which has created some collaborative stability this year.</p> <p>There is BCUHB management attendance at the Health, Wellbeing and Independence Board which meets every quarter. The BCUHB/FCC Strategic Partnership continues to meet quarterly chaired by Flintshire County Council (FCC) Chief Executive.</p> <p>Partnership Friday is held monthly and is attended by BCUHB managers and FCC Chief Officers; BCUHB managers also attend Heads meetings as relevant to discuss specific issues. Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.</p> <p>Last Updated: 08-May-2017</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST112	Safeguarding arrangements do not meet the requirements of the Social Service and Well-being (SSWB) Act.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open
<p>Potential Effects: Criticism from Regulator</p> <p>Lead Supporting Officer Comments: A specific module on safeguarding in line with the act has been delivered to employees in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops will be delivered June 2017.</p> <p>Last Updated: 25-May-2017</p>								




3 Economy and Enterprise

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST113	The Northern Powerhouse and Local Enterprise Partnership (LEP) could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

Potential Effects: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment and to enable the maximum benefits from economic growth to reach local people.

Lead Supporting Officer Comments: There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to Local Government Reorganisation which may help with this process.




Last Updated: 28-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST114	Infrastructure investment does not keep pace with needs and business is lost to the economy.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effects: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.

Lead Supporting Officer Comments: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire. Welsh Government has announced major road infrastructure investment in Flintshire and is developing a North Wales Metro which will modernise transport infrastructure in the region.

Last Updated: 28-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST115	Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

Potential Effects: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment

Lead Supporting Officer Comments: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together. Despite the small size of the Flintshire service responses and support from businesses is very positive.

Last Updated: 28-Apr-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST116	Devolved powers in Wales do not match those in England.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effects: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.

Lead Supporting Officer Comments: There has been considerable progress in the development of a growth bid for North Wales and positive discussions with both UK and Welsh Government about the next steps in its development. Cross border partnership working is extremely strong and Welsh Government have welcomed the development of cross border elements for the vision.

Last Updated: 28-Apr-2017

4 Skills and Learning


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST117	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: Flintshire residents are not appropriately skilled to meet the labour market requirements.

Lead Supporting Officer Comments: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.

Last Updated: 23-Feb-2017


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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST118	Training places will not match current or future employer aspirations and needs	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: Flintshire residents will not have access to a suitable range of qualifications which will facilitate successful recruitment within the local area.

Lead Supporting Officer Comments: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.




Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST119	Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).

Lead Supporting Officer Comments: A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. The full employee complement and greater process awareness should facilitate increased participant involvement.




Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST120	Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				Open

Potential Effects: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Lead Supporting Officer Comments: Schools considered to pose a risk because there is evidence they are not making best use of the support provided by the Council or GwE will be targeted as part of the School Performance Monitoring Group and challenged to engage. Persistent failure to engage could result in the issuing of a Warning Notice by the Chief Officer to the school under the Schools Causing Concern guidance from Welsh Government


Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST121	Numbers of school places not matching the changing demographics.	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement				Open

Potential Effects: Higher teaching ratios, unfilled places, backlog maintenance pressures

Lead Supporting Officer Comments: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by around 450 places.

Last Updated: 17-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST122	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red		Open

Potential Effects: Schools unable to operate effectively, potential school down time, negative impact on curriculum delivery

Lead Supporting Officer Comments: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:




- i) Support a reduction of unfilled places
- ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- iii) Ensure that the condition and suitability of the school estate is improved.

Additionally, in future years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.




Last Updated: 17-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST123	Leadership capacity does not match school needs	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				Open
<p>Potential Effects: Flintshire learners do not leave with suitable qualifications to enable them to progress into further education or employment. Overall school standards decrease with an increase in schools entering into an Estyn category and requiring significant levels of intervention to improve.</p> <p>Lead Supporting Officer Comments: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, two have interim Headteacher posts to cover vacancies, which will be advertised to secure substantive appointments.</p> <p>Last Updated: 19-Dec-2016</p>								




5 Safe Communities

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST124	Lack of sustainable funding to deliver nationally determined community safety priorities.	Strategic Risk	Sian Jones - Public Protection Manager					Open

Potential Effects: Unable to deliver services

Lead Supporting Officer Comments: All external grants were received during 2016/17 and appropriate financial claims and monitoring information were provided to the funders.

Last Updated: 16-May-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST125	Retention of experienced and skilled staff due to the short term grant funding regime.	Strategic Risk	Sian Jones - Public Protection Manager					Open

Potential Effects: Staff shortages may impact on service delivery.

Lead Supporting Officer Comments: The Community Safety Partnership received continued funding during 2016/17 that enabled the services they commission to be continued.

Last Updated: 03-May-2017


6 Poverty

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST126	Demand for advice and support services will not be met.	Strategic Risk	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	Yellow	Yellow		Open

Potential Effects: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Lead Supporting Officer Comments: From October 2016, the Council's Welfare Rights Team have been based in the Citizen Advice Flintshire Mold office. The collaboration with Citizen Advice Flintshire was introduced to maximise the efficient use of service resources and increase the number of households helped to access correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways have continued to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the social security system.

Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST127	Debt levels will rise if tenants are unable to afford to pay their rent.	Strategic Risk	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Amber		Open

Potential Effects: In 2018, the reductions to the financial support provided by welfare benefits to help low-income tenants pay their housing costs and the expansion of the Universal Credit Full Service across Flintshire will increase the number of households accruing rent arrears. In addition, some households, e.g., single people aged under 35, will find that wef April 2018; their social housing property is no longer an affordable housing option.

Lead Supporting Officer Comments: Due to the continued, slow introduction of Universal Credit within Flintshire in 2016/17, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the year. The Advice and Housing Support Gateways refer cases to the Specialist Debt Officer where necessary and the personal budgeting service delivered by Citizen Advice Flintshire has coped with the demand from Universal Credit claimants.

Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST128	The local economy will suffer if residents have less income to spend.	Strategic Risk	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Yellow	↓	Open

Potential Effects: The welfare reforms will reduce income levels in Flintshire by an average of £500 per working age adult pa by 2018. This will have a wider knock-on effect for the Flintshire economy given households (particularly lower-income households) will have less money to spend on local goods and services.

Lead Supporting Officer Comments: In 2016/17 Flintshire residents received specialist advice and support to access ongoing social security benefits worth £1,579,380 increasing the spending power of these households within the local economy.




Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST129	Residents do not take up the energy efficiency measures available.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager		Amber	Yellow	↓	Open

Potential Effects: i) Available resources not used to their full potential ii) Household energy bills higher than needed iii) Fuel poverty remains higher than needed

Lead Supporting Officer Comments: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside. All available resources have been fully used.

Last Updated: 28-Apr-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST130	Available funding for energy efficiency measures may fall short of public demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: i) Public frustration, and reduced funding may impact on the Council's reputation. ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.

Lead Supporting Officer Comments: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.

Last Updated: 28-Apr-2017

7 Environment


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST131	Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber		Closed

Potential Effects: A lack of sufficient funding would result in a worsening condition of the highway infrastructure across Flintshire.

Lead Supporting Officer Comments: Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with received funding.

Last Updated: 26-May-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST132	Sustainable transport options do not remain attractive to users.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber		Open

Potential Effects: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.

Lead Supporting Officer Comments: Work is ongoing with Welsh Government and regional partners through the Local, Regional and National Transport Plans looking at transport interventions such as integrated ticketing, quality partnerships, vehicle quality standards, infrastructure improvements and development of alternative services such as community based transport services.

Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST133	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open
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Potential Effects: Decrease in bus services to residents, particularly in rural areas.

Lead Supporting Officer Comments: Work is ongoing to make existing services more sustainable and provide support for the bus industry in partnership with Welsh Government with a Bus Summit held on 23.01.2017. The Bus Summit was facilitated by Welsh Government and aimed to bring together industry users, providers, and policy makers in devising a forward looking sustainable strategy for the bus industry in Wales.

Existing supported bus services are operating within current financial levels for 2016-2017.




Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST134	Reduction of the Single Environment Grant.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open

Potential Effects: Potential reduction in future service provision

Lead Supporting Officer Comments: Reduction of the Single Environment Grant remains a risk as Welsh Government have continued with a reduced settlement for 2017-18. This has been raised as a budget pressure for 2017-18.

Last Updated: 19-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST135	Recycling programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effects: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.

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Lead Supporting Officer Comments: Recycling tonnages have improved on the previous year. A Countywide education campaign was carried out prior to Christmas to inform residents of an increase in the range and type of materials we collect. Further food specific campaigns are planned for March. This will continue to be monitored given the increase in what can be recycled and that the public are becoming more aware of the range of materials that can now be collected.




Last Updated: 23-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST136	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open

Potential Effects: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.

Lead Supporting Officer Comments: A list of potential sites has been generated in partnership with the Green Growth Wales team, these are being reviewed and a programme for each will established during 2017-18.

Last Updated: 19-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST137	Funding will not be secured for priority flood alleviation schemes.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open

Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: Grant availability continued to be monitored throughout 2016-17 and a capital bid to potentially address flood risk schemes was also developed. The Mold scheme has been raised as a potential National Development Framework project which will provide greater strength when seeking capital. A review of the permitted Mold scheme is also in progress.

Last Updated: 19-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST138	Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open
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Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: The customer expectation (which is improving) is that flood risk can be eliminated or managed through the delivery of flood alleviation schemes by the Local Authority. This may not always be possible due to technical, environmental, financial or other constraints. Potential schemes must be able to demonstrate positive benefit cost ratios and then be considered and prioritised on a national risk based approach. Considering the current pressures on public funding, the money available for addressing flood risk is unlikely to be adequate and pressures will only increase with the rising future risk brought about by further development and a changing climate. As such flood risk management and local resilience will need to be improved by everyone working together and by those at risk from flooding taking responsibility to protect and help themselves.

Last Updated: 19-May-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST139	Environmental crime programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effects: Continued problems with littering, graffiti and loss of environmental quality

Lead Supporting Officer Comments: In Quarter 3 the introduction of a pilot scheme carrying out environmental enforcement using a specialist contractor has so far been successful with the number of FPNs issued exceeding 2,800. There is anecdotal evidence suggesting that there has been a reduction in the amount of litter being dropped in our town centres.

Last Updated: 17-Feb-2017

8 Modern and Efficient Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST140	The capacity and appetite of the community and social sectors.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open

Potential Effects: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.

Lead Supporting Officer Comments: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.

Last Updated: 26-May-2017




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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST141	The willingness of the workforce and Trade Unions to embrace change.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	↓	Open

Potential Effects: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST142	Market conditions which the new alternative delivery models face.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.

Lead Supporting Officer Comments: Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST143	Limitations on public funding to subsidise alternative models.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council..


Lead Supporting Officer Comments: Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST144	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Arwel Staples - Strategic Procurement Manager		Yellow	Yellow		Closed
<p>Potential Effects: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers</p> <p>Lead Supporting Officer Comments: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises. A number of Training Workshops have been undertaken to promote the new Strategy. The introduction of the Commissioning Form will also facilitate consideration of SME and Third Sector friendly procurement initiatives for individual projects. As a result there should be greater opportunities for the local and third sector markets due to relevant lotting of tenders as well as making tender documents more market friendly.</p> <p>Last Updated: 18-Apr-2017</p>								

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST145	Newly established Social Enterprises fail in their early stages of development	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber		Open
<p>Potential Effects: New social enterprises are not sustainable and go into liquidation</p>								

Lead Supporting Officer Comments: Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.




Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST146	Newly established Community Asset Transfers fail in their early stages of development	Strategic Risk	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: New social enterprises are not sustainable and go into liquidation

Lead Supporting Officer Comments: Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.

Last Updated: 15-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST147	The scale of the financial challenge.	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager				Open

Potential Effects: The Council does not have sufficient funding to meet it's priorities and obligations.

Lead Supporting Officer Comments: The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.

Last Updated: 24-Apr-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST148	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Sharon Carney - Lead Business Partner					Open




Potential Effects: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Organisational change programmes are broadly on time and on budget.

Last Updated: 29-Nov-2016

Risk Action Title	Lead Officer	Start Date	End Date	Percentage Complete	Progress Comments
Detailed workforce plans for each portfolio	Sharon Carney- Lead Business Partner	03-Apr-2017	31-Mar-2018	80	Each portfolio has completed a high level workforce plan for their senior management teams and the next two or three tiers. The next step is for portfolio's to assess the future broader workforce requirements taking into account any future changes that will impact upon the staffing within the respective service areas.

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST149	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager				Open

Potential Effects: Procurement efficiencies will not be realised.

Lead Supporting Officer Comments: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.

However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward. Further meetings have been held with the National Procurement Service to develop an Action Plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.

Last Updated: 18-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST150	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow		Open

Potential Effects: Targeted efficiencies to be achieved through people switching to accessing services will not be met.

Lead Supporting Officer Comments: The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. In quarter 4, the Council continued to see the number of online digital transactions rise with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 10-May-2017

Appendix B - Improvement Plan Measures Table

Priority Housing: Appropriate and Affordable Homes					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The number of new Council and affordable homes through the SHARP programme	N/A - new measure	12	12	G	Not Applicable
The number of new affordable homes provided through the planning system	N/A - new measure	35	42	G	Not Applicable
The number of affordable homes provided through the Social Housing Grant (SHG) programme	N/A - new measure	21	24	G	Not Applicable
Number of housing enquiries resolved at first point of contact	N/A - new measure	N/A - baseline to be established	2130	Not Applicable	Not Applicable
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	98.3%	87%	54%	R	Downturned
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	23	40	14	R	Downturned
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	521 days	316	249	G	Improved
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	348.4	247	248.55	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
IPH2M1 - Number of empty homes brought back into use	34	35	25	A	Downturned
Capital Works Target - Roofs & Associated Components	N/A - new measure	210	131	R	Not Applicable
Capital Works Target - Windows	N/A - new measure	42	131	G	Not Applicable
Capital Works Target - External Doors	N/A - new measure	42	131	G	Not Applicable
Capital Works Target – Heating Upgrades	192	190	123	R	Downturned
Capital Works Target – Kitchen Replacements	1393	1030	1266	G	Downturned
Capital Works Target – Smoke Detectors	508	500	566	G	Improved
Capital Works Target – Bathroom Replacements	1688	1398	1792	G	Improved
Capital Works Target - Electrical Systems	N/A - new measure	50	69	G	Not Applicable

Priority: Living Well

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Monitoring numbers of agency staff used	N/A - new measure	18	18	G	Not Applicable
Number of care homes which are a 'Service of Concern'	3	12	5	G	Improved
Number of care homes in 'Escalating Concerns'	0	1	1	G	Downturned
Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	N/A - new measure	N/A - baseline to be established	983	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)	N/A - new measure	N/A - baseline to be established	620	Not Applicable	Not Applicable
Achievement of outcomes for people with a learning disability	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of communities committed to becoming 'Age-Friendly'	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
Stability of school placements	13.38	10	11.9	A	Improved
Timeliness of health assessments	68.35	68	61.48	A	Downturned
Educational attainment of looked after children	248.22	270	310.64	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role.	N/A - new measure	N/A - baseline to be established	86	Not Applicable	N/A
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.	89%	82%	93.85%	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The rate of delayed transfers of care for social care reasons (SCA/001)	3.4	2	3.01	A	Improved
Number of Looked After Children (LAC) waiting to access CAMMS	N/A - new measure	N/A	2	Not Applicable	Not Applicable
Average waiting time for Looked After Children (LAC) accessing CAMMS	N/A - new measure	N/A	4	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of events aimed at raising awareness of dementia across the county	N/A - new measure	N/A	38	Not Applicable	Not Applicable
Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	N/A - new measure	N/A	1	Not Applicable	Not Applicable
Increased referral rates from services other than Social Services	N/A - new measure	N/A	3	Not Applicable	Not Applicable
SCA/019 The percentage of adult protection referrals where the risk was managed	100%	98%	100%	G	Maintained
SCA/014 The percentage of initial child protection conferences held within 15 days of the strategy discussion	86%	95%	74%	R	Downturned
SCC/034 The percentage of child protection reviews completed within timescales	99.3%	98%	98.10%	G	Downturned

Priority: Economy and Enterprise					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Delivery of supply chain development events	0	8	10	G	Improved
Number of new jobs in Flintshire	2139	1200	1480	G	Downturned
Percentage of enquiries converted to investment in Flintshire	74.2%	N/A	87%	Not Applicable	Improved
Number of jobs created and sustained in Flintshire	2,139	1,200	1480	G	Downturned
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	43	36	42	G	Downturned
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	N/A	393	Not Applicable	Improved
Number of town private sector investment proposals supported	N/A - new measure	N/A - baseline to be established	3	Not Applicable	Not Applicable
Number of new ambassadors created	0	15	15	G	Improved

Priority: Skills and Learning

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of training and apprenticeship opportunities: Apprenticeships	N/A - new measure	N/A - baseline to be established	12	Not Applicable	Not Applicable
Number of training and apprenticeship opportunities: Traineeships	N/A - new measure	N/A - baseline to be established	32	Not Applicable	Not Applicable
Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP)	12	10	5	A	Downturned
The number of entrepreneurs supported through the Flintshire Page 141 BEN 141	N/A - new measure	N/A - baseline to be established	64	Not Applicable	Not Applicable
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 2	N/A - new measure	N/A - baseline to be established	76.3%	Not Applicable	Not Applicable
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 3	N/A - new measure	N/A - baseline to be established	51.5%	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 4	N/A - new measure	N/A - baseline to be established	29.2%	Not Applicable	Not Applicable
Increased numbers of learners achieving the Level 1 threshold	96.2%	97.1%	95.3%	A	Downturned
Securing high levels of 16 years olds in education, employment and training	98.7%	98.8%	96.3%	A	Downturned
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.0%	5.10%	3%	G	Improved
(European Social Fund TRAC) Number of people gaining a qualification or work relevant certification	Measures discontinued from April 2016				
(European Social Fund TRAC) Number of people completing a work experience placement or volunteering opportunity					
(European Social Fund Adtrac) Number of people gaining a qualification or work relevant certification					
(European Social Fund Adtrac) Number of people completing a work experience placement or volunteering opportunity					
(European Social Fund Opus) Number of people gaining a qualification or work relevant certification					

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
(European Social Fund Opus) Number of people completing a work experience placement or volunteering opportunity	Measure discontinued from April 2016				
(Communities 4 work) Number of people gaining a qualification or work relevant certification	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
(Communities 4 work) Number of people completing a work experience placement or volunteering opportunity	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
The percentage of learners achieving the Foundation Phase Indicator	87.0%	87.9%	86.9%	A	Downturned
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	69.4%	74.4%	69.4%	A	Maintained
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	92.0%	93.8%	92.7%	A	Improved
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	90.9%	87.9%	92.3%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	90.2%	88.4%	90.2%	G	Maintained
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	72.2%	88.4%	71.6%	A	Downturned

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	91.4%	93.0%	91.1%	A	Downturned
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	90.1%	87.3%	91.2%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in English	89.0%	86.2%	88.4%	G	Downturned
Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	54.6%	74.7%	68.0%	A	Improved
Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	86.4%	85.4%	84.3%	A	Downturned
Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	80.0%	92.1%	96.8%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Welsh	91.2%	85.6%	88.1%	G	Downturned

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	87.9%	87.0%	89.82%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	87.1%	86.5%	88.3%	G	Improved
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	342.1	362.7	343.3	A	Improved
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	60.6%	69.9%	61.9%	A	Improved
IPSK1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	92.1%	96.6%	94.1%	A	Improved
IPSK1M8 - 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)	35.2%	43.9%	33.6%	R	Downturned
IPSK1M9 - 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)	308.1	338.7	308.4	A	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	71.3%	76.5%	76.20%	A	Improved
The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80.0%	40.0%	71%	G	Downturned
The percentage of young people of school age in the youth justice system that are offered 16+ ETE	75.0%	55.0%	58%	G	Downturned
Priority: Safe Communities					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	20.0%	28.0%	14.3%	G	Improved
Monitoring the number of formal consultations for public space protection orders (PSPOs)	New Measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	90.9%	80.0%	85.1%	G	Downturned
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)	78.9%	80.0%	77.7%	A	Downturned

Priority: Poverty

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.1m	£1.5m	£1.5m	G	Downturned
Speed of processing Housing Benefit claims - new claims	81	80.0	84.06	A	Downturned
Speed of processing Housing Benefit claims - change of circumstances	32.9	32.0	23.4	G	Improved

The following indicators are provided for information and monitoring only and are not suitable for setting targets against					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	£290,694	N/A	£434,668	Not Applicable	Improved
Number of residents supported to better manage their financial commitments	168	N/A	21	Not Applicable	Downturned
(European Social Fund TRAC) Number of people entering employment	Measures discontinued from April 2016				
(European Social Fund Adtrac) Number of people entering employment					
(European Social Fund Opus) Number of people entering employment					

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
(European Social Fund Communities 4 Work) Number of people entering employment	N/A - new measure	N/A - baseline to be established	4	Not Applicable	Not Applicable
(Families First) Number of people gaining a qualification or work relevant certification	Measures discontinued from April 2016				
(Families First) Number of people completing a work experience placement or volunteering opportunity					
(Flying Start) Number of people entering employment					
(Flying Start) Number of people gaining a qualification or work relevant certification					
(Flying Start) Number of people completing a work experience placement or volunteering opportunity					
(Communities First) Number of people entering employment	N/A - new measure	N/A - baseline to be established	99	Not Applicable	Not Applicable
(Communities First) Number of people gaining a qualification or work relevant certification	N/A - new measure	N/A - baseline to be established	247	Not Applicable	Not Applicable
(Communities First) Number of people completing a work experience placement or volunteering opportunity	N/A - new measure	N/A - baseline to be established	59	Not Applicable	Not Applicable
(Supporting People) Number of people recording a positive outcome under the outcome measure 'Engaging in education and learning'.	N/A - new measure	616.0	1034	G	Not Applicable

(Supporting People) Number of people recording a positive outcome under the outcome measure 'Engaging in employment / volunteering opportunities'.	N/A - new measure	N/A - baseline to be established	1049	Not Applicable	Not Applicable
Number of private homes receiving energy efficiency measures	1,356	800	877	G	Downturned
Overall annual fuel bill reduction for residents	£296,030	£150,000	£288,000	G	Downturned

Priority: Environment					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4%	7%	3.35%	G	Improved
Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network	N/A - new measure	12.5%	15.0%	G	Not Applicable
Road safety initiatives to reduce the risk of collisions of high risk groups: older drivers	24	27	34	G	Improved
Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	43	44	29	R	Downturned
Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	63	63	65	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of community transport hubs developed within available funding	N/A - new measure	N/A - baseline to be established	1	Not Applicable	Not Applicable
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.1%	5%	3.69%	A	Improved

Priority: Modern and Efficient Council

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Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The number of new social enterprises developed	5	3	11	G	Improved
The number of social enterprises supported to thrive and prosper	12	7	24	G	Improved
Number of volunteers in volunteering placements	541	N/A - baseline to be established	548	Not Applicable	Improved
Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	N/A - new measure	N/A - baseline to be established	100%	Not Applicable	Not Applicable
Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	N/A - new measure	N/A - baseline to be established	100%	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The level of efficiencies alternative delivery models (ADM) have supported	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of services sustained through delivery via alternative models	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of public assets transferred to the community	N/A - new measure	15	10	A	Not Applicable
The amount of efficiency targets achieved	£10.6m	£10.5m	£9.5m	A	Downturned
Number of participants in Flintshire Academy Training and Development Programme	N/A - new measure	N/A - baseline to be established	868	Not Applicable	Not Applicable
Increase percentage of staff that receive an annual appraisal	N/A - new measure	N/A - baseline to be established	65	A	Not Applicable
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0.00%	8%	12.36%	R	Not Applicable
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.50	10.00	9.87	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Reduction in square meters of occupied office accommodation	22.0%	25%	34%	G	Improved
Reduction in the running costs of corporate accommodation	19.9%	25%	31%	G	Improved
Agile working - desk provision as a percentage of staff (County Hall)	98%	89%	87%	G	Improved
IPM4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£1,822,470	£400,000	£640,596	G	Downturned
Efficiencies achieved through the use of end to end electronic purchasing	Measure discontinued from April 2016				
Increase the number of transactional services online and via the Flintshire app	N/A - new measure	N/A	50853	Not Applicable	Not Applicable
Increase the take up of online services	N/A - new measure	N/A	1317256	Not Applicable	Not Applicable

A	R	Improved	Downturned	Maintained	
Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
Organisational Change					
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - Annual PI	4,535 Visits per 1,000	5,000	3935 per 1,000	R	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9501 Visits per 1,000	9,739	8,740	R	Downturned
Social Services					
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	307.74 days	247	248	G	Improved
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - Annual PI	8.8%	8.76%	9.05%	G	Improved
PLA/006(b): The number of additional affordable housing units provided during the year.	20.7%	N/A	24.65%	N/A	Improved
Planning & Environment					
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	96.5%	93%	96.55%	G	Maintained
Streetscene & Transportation					
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - Annual PI	93.2%	95%	94.40%	A	Improved
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	97.8%	95%	96.50%	G	Improved
WMT/004(b): The percentage of municipal Waste collected by local authorities sent to landfill	7.38%	20%	0.52%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycling	58.5%	59%	68.20%	G	Improved
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	78.8%	80%	81.60%	G	Improved

Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - Annual PI	4.02%	7%	3.40%	G	Improved
THS/012a: The percentage of principal (A) roads that are in overall poor condition - Annual PI	4%	7%	3.35%	G	Improved
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - Annual PI					
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - Annual PI					
People & Resources					
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.5 days / shifts	10	9.87	G	Improved
CAM/037: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 sq metres	3.00%	2.33%	2.70%	A	Improved
Education & Youth					
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	0.0%	N/A	0%	N/A	Maintained
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	0.0%	N/A	0%	N/A	Maintained
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - Annual PI	87.91%	87%	90.10%	G	Improved

Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher - sassessment - Annual PI	87.11%	86.5%	88.40%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - Annual PI	5.5%	N/A	3.90%	N/A	Downturned
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - Annual PI	541.8 Points	558.6 Points	521.4 Points	A	Downturned
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - Annual PI	89.7%	90%	96.30%	G	Improved
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - Annual PI	98.6%	100%	100%	G	Improved
Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
EDU/016(a): The percentage of pupil attendance in primary schools - Annual PI	94.7%	94.9%	94.70%	G	Maintained
EDU/016(b): The percentage of pupil attendance in secondary schools - Annual PI	94.2%	94.3%	94.30%	G	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - Annual PI	60.61%	69.90%	60.90%	A	Improved

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Appendix D - Glossary

Term	Definition
21st Century Schools	A Wales Government programme of funding to improve school buildings and environments
Adaptations	Changes to a person's home to enable her/him to live as independently as possible
Affordable Housing	Covers a range of tenure options for renting and purpose
Agile Working	Working across locations in a flexible way with the use of technology
Capital	Money spent on assets (e.g. buildings, equipment and land)
Carbon footprint	The amount of Carbon Dioxide that enters the atmosphere through the activities of the Authority
CCTV	To prevent and respond to crime and disorder
Coastal Communities Fund	Money from the Big Lottery Fund provided to encourage the economic development of UK coastal communities by giving funding to create sustainable economic growth and jobs
Communities First programme	A Welsh Government Programme to tackle poverty in the most disadvantaged areas in Wales
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow
Disabled Facility Grant	A grant available for larger adaptations to a person's home
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought

Term	Definition
Flintshire Business Entrepreneurship Network	Employers working together to support Entrepreneurship Programmes
Homelessness Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days
Infrastructure	Facilities, systems, sites and networks that are necessary for the County to function
Intermediate Care Fund (ICF)	Funding provided by Welsh Government to avoid unnecessary hospital admissions, inappropriate admission to residential care, and delayed discharges from hospital
Local Development Plan	The Council's land use planning document that will guide development until 2030
Looked After Child/ren	A child aged 0-18 who is under the care of the Local Authority
Medium-term Financial Strategy	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources
Mersey Dee Alliance (MDA)	a partnership that supports strategic economic activity spanning the North Wales/North West England border
North East Wales Ambassadors programme	a partnership between the Local Authority and tourism businesses aimed at maintaining high standards for visitors
Pre-deposit Plan	The name for the draft of the Local Development Plan (LDP) before it is formally submitted to Wales Government
Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions
Public Accountability Measures (PAMs)	Information collected from every Local Authority in Wales to measure and compare performance
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community
Social Housing Grant (SHG)	A grant given by Welsh Government to provide new affordable homes or low cost home ownership

Term	Definition
Strategic Housing Regeneration Programme (SHARP)	A programme of building new affordable homes across Flintshire
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community
TRAC project	An EU funded project supporting young people aged 11-24 who are disengaging with education and at risk of not being in education, employment or training
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
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
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing
Welfare reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system
Young Entrepreneur Programme	An opportunity for young people to work with mentors on their business ideas

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Independent Remuneration Panel for Wales (IRPW) Draft Annual Report for 2018/19
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

Each year, the Independent Remuneration Panel for Wales (IRPW) determines the rates of payment which are to be made to elected and co-opted members of Welsh Local Authorities for the following year. The IRPW is required to send the draft Annual Report to County Councils which this year it did on the 4th October, requesting comments to be made by no later than the 29th November 2017.

The IRPW is required to take into account the representations which it receives on the draft before issuing its final version of the report in February. For 2018/19 the following changes are proposed:

- Basic salary – “to avoid further erosion in relation to average earning the Panel has decided to increase the basic salary to £13,600 (an increase of 1.49%). This is a £200 increase in the basic salary for Councillors from £13,400.
- Senior salaries – no increase is proposed for senior salaries but the postholders will receive the increase in the basic salary being paid to all Councillors. The IRPW have removed the “two tier” approach for payment of Cabinet Members and Committee Chairs as no local authorities had adopted the approach (Flintshire had opposed this change when consulted previously).

Council is also invited to consider whether an application should be made to the Independent Remuneration Panel for a specific or additional senior salary which does not fall within the current remuneration framework to recognise the role of the Chair of the Clwyd Pension Fund Committee, which is currently unpaid.

RECOMMENDATIONS

1	That Council considers and comments on the Determinations made by the Independent Remuneration Panel for Wales in their draft Annual Report for 2018/19.
2	That Council endorses the application to the Independent Remuneration Panel for a specific, additional senior salary which does not fall within the current remuneration framework to recognise the currently unpaid role of the Chair of the Clwyd Pension Fund Committee.
3	That the Chief Officer (Governance) be authorised to make a response on behalf of the Council, reflecting the decision made at the meeting, to the Independent Remuneration Panel for Wales.

REPORT DETAILS

1.00	DETAILING THE DRAFT ANNUAL REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES 2018/19
1.01	Members will be aware that the IRPW produces a report on an annual basis, which sets out what it has decided (these are called Determinations) should be the rates of payment to Members and co-optees of Local Authorities in Wales.
1.02	For 2018 the IRPW has made 52 Determinations, 19 of which are directly relevant to Flintshire County Council and 9 which relate to Town & Community Councils (the other Determinations relate to Fire & Rescue and National Park Authorities). The Panel's Determinations for 2018 are located in Annex 1 on page 55 of the attached IRPW report.
1.03	There is a slight change proposed for the basic salary of 1.43% which equates to £200 on each basic salary which will increase from £13,400 to £13,600 (Determination 1)
1.04	No increase is proposed for senior salary holders, but the postholders will receive the £200 increase being paid to all Councillors (Determination 2).
1.05	The rates for civic salaries (which are paid to the Chair and Vice Chair of Council) are increased by £200, to reflect the increase payable to all Councillors (Determination 3). NB: Flintshire must determine annually which level of payment to make to the Chair and Vice Chair. It has previously decided to pay level 2.
1.06	The payment rate for Co-opted Members remains unchanged at the level to which they were set in 2010 (Determination 38).

1.07	The entitlement for all eligible elected Members of principal councils to join the Local Government Pension Scheme (LGPS) is reaffirmed (Determination 17).
1.08	For several years, the number of senior salaries (this excludes the civic salaries) which a Group B Council such as Flintshire has been able to pay has been fixed at 18. This provides payment to 8 Cabinet Members (including the Leader and Deputy), 6 Overview & Scrutiny Chairs, the Chairs of Audit, Planning and Licensing and the leader of the largest opposition group.
1.09	Since the Council decided that those posts identified above should be the 18 salaried posts for Flintshire, we have been required to set up a new committee, the Clwyd Pension Fund Committee. The work of that Committee is growing in scale and importance, particularly following the pooling arrangements where the Chair of the Clwyd Pension Fund will sit on a joint committee with the Chairs of the other 7 Pension Funds across Wales. On that basis it is considered reasonable to apply to the IRPW for a specific, additional salary to be paid to the Chair of the Clwyd Pension Fund Committee. Determination 8 provides for such an application to be made. This has been mentioned already to IRPW representatives at meetings held last month.
1.10	During a recent visit to Flintshire the IRPW representatives raised the fact that Flintshire does not pay for councillors' telephone and internet connections (which is as a result of the Council previously rejecting a proposal to cover these costs). A report will be taken to the Constitution and Democratic Services Committee setting out the IRPW's comments and the options.

2.00	RESOURCE IMPLICATIONS
2.01	The budget provision required for payment for Members Allowances in 2018/19 will need to be increased by £200 per Councillor, resulting in an increase in £14,000 in the Members Allowance Budget. If Council supports a case being made for an additional payment for the Clwyd Pension Fund Committee Chair this will require an additional £8,700.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	This report is in response to external consultation. Group Leaders and their deputies have been made aware of the draft IRPW report in advance.

4.00	RISK MANAGEMENT
4.01	No risk management issues have been identified during the preparation of this report.

5.00	APPENDICES
5.01	Appendix 1 - Covering letter from the IRPW. Appendix 2 - IRPW draft report for 2018/19.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>The background document to this report is the draft IRPW report which is attached as an appendix.</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>IRPW – Independent Remuneration Panel for Wales is the independent body established by the Welsh Government to determine the level of Local Authority payments to Members.</p> <p>Determinations - the decisions which the IRPW makes</p> <p>Basic Salary – the salary or allowance which the IRPW determines should be paid to each Member of the Council which for 2017/18 is £13,400. For 2018/19, £13,600 is proposed.</p> <p>Senior Salary - a senior salary is payable to a Councillor with special responsibility such as the Leader, Deputy Leader, Cabinet Members, Committee Chairs and the leader of the largest opposition group (a Group B Council such as Flintshire may pay up to 18 senior salaries).</p> <p>Civic Salaries - these are the payments made to the Chair and Vice Chair of Council</p>



Leaders and Chief Executives of County and County Borough Councils
Chairs and Chief Executives of National Park Authorities
Chairs and Clerks of Fire and Rescue Authorities
Chair and Chief Executive of One Voice Wales
Leader and Chief Executive of Welsh Local Government Association
Head of Democratic/Members Services of County and County
Borough Councils, National Park Authorities and Fire and Rescue Authorities
Community & Town Councils

4 October 2017

Dear Colleague

Independent Remuneration for Wales – Annual Report 2018/19

The Panel's draft Annual Report for the commencing April 2018 is attached. We would appreciate and welcome comments during the consultation period which ends on 29 November 2017.

The council elections in May has resulted in many new members and administrations, so we have taken the opportunity to visit each principal council over the last few months. These visits have been informative and raised issues that we will be considering in the future.

We appreciate the welcome and the hospitality we have received from the councils and were very grateful for the extent of the engagement from many members we were able to meet.

The draft Report contains several proposed changes to our remuneration framework including a small increase in the basic salary and some significant changes in respect of community & town councils.

We will consider all of the responses to this draft prior to producing the final Report for publication in February 2018.

Yours sincerely

John Bader, Chair

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Independent Remuneration Panel for Wales

Annual Report

DRAFT

February 2018

ANNUAL REPORT 2018

FOREWORD

2017 has been the year of elections to Principal Councils and Community & Town Councils. In line with our previous approach when new councils are formed the Panel has visited all 22 of the unitary authorities. This provides us with an opportunity to discuss issues with a cross section of members and senior officers. This has been a very useful exercise and helps us form the direction for future consideration. On behalf of my colleagues I would want to express our thanks to all councils for their engagement with the visits and the welcome and hospitality we received.

The visits and the resulting discussions assisted in continuing to ensure that we have a comprehensive understanding of the development of the role of a councillor and the workload pressures that appear to be increasing across the board.

The conclusions from our discussions have wherever possible been incorporated in our determinations and in particular our proposed modest increase in the basic salary.

As a Panel we believe the overwhelming majority of the 1254 elected members of the 22 councils are committed to serving their communities and put in many hours that the basic remuneration could not cover. Affordability is an issue for both the councils and tax payers and this restricts other than modest additional costs to the total payments to members. What we wish to prevent is further erosion of the link with the average welsh earnings.

Other changes that we are proposing for 2018 are set out in the Report.

My personal thanks to my colleague Panel members who constantly demonstrate the knowledge and enthusiasm to ensure we produce reports that are based on key information.

Also my appreciation of the work of our secretariat without which we could not function effectively.

John Bader
Chair

Panel Membership

John Bader – Chair
Gregory Owens - Vice Chair
Stephen Mulholland

Julie May
Saz Willey
Roger Symonds

Detailed information about the members can be found on the website:
<http://gov.wales/irpwsb/home/?lang=en>

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Introduction

This is the tenth Annual Report of the Independent Remuneration Panel for Wales (the Panel), and the seventh published under the requirements of the Local Government (Wales) Measure 2011(as amended).

1. As with all the Panel's Annual Reports the determinations on member remuneration are underpinned by the principles set out in Section 1.
2. The Panel has consistently expressed its view that maintaining the democratic values of local governance cannot be cost-free. Members of local authorities (including co-opted and appointed members) are there to represent the interests of local people, undertake the governance of local communities, and secure appropriate value-for-money public services for local tax-payers through effective scrutiny. These are significant and considerable tasks for members of the relevant authorities within the Panel's remit. Payments to members are made available to encourage a diversity of willing and able people to undertake local governance through their elected, appointed or co-opted roles.
3. In determining the level of payments to members of local councils, the Panel seeks to meet the principle of '*acceptability*' by ensuring that these are not '*so great as to require a significant diversion of resources from key council priorities*'. But Section 142(8) of the Measure is more explicit on '*affordability*' when it states that "*when setting an amount¹ ...the Panel must take into account what it considers will be the likely financial impact of doing so on relevant authorities*". Meeting the requirement of the Measure in regard to affordability has been a challenge for the Panel, not least because of public interest in the payments made to members. The Panel acknowledges that the issue of affordability – in relation both to relevant authorities' service budgets and to the electorate's disposable incomes – is likely to impact on the public perception of any increases to members' payments.
4. As a charge on the public purse, payments to members for their time, worth and responsibility must be, and must be seen to be, fair to those undertaking the role but at the same time be affordable. The Panel's determinations in its 2009 Report aligned payments to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). The basic salary was set at three-fifths of the All Wales Median Salary and senior salaries were set at multiples of this annual median salary. In setting these salaries the Panel recognised that there was an unpaid public service contribution.

¹ <http://www.legislation.gov.uk/mwa/2011/4/contents/enacted>.

5. As 2017 was an election year for councils in Wales, Panel members have visited all 22 principal councils to provide an opportunity for members and officers to comment on the Remuneration Framework and to put forward ideas for future consideration. We are appreciative of the welcome that we received from every council and the useful discussions that arose during our visits.
6. One of the observations that many members expressed was that when the basic salary is compared with a traditional paid employment – ‘a job’ the salary is too low to attract younger people and to encourage diversity. They also pointed out the significant differences between remuneration and support available to elected members in other levels of government in Wales. They proposed that the level of the basic salary should therefore be raised significantly in recognition of the importance of the role of an elected member of a principal council. However, it is recognised that elected members of principal councils are not employees and are not remunerated as such.
7. The financial constraints on the public sector and particularly local authorities has meant that the link with average Welsh earnings has not been maintained. The Panel considers that this has undervalued the worth of elected members. To avoid further erosion in relation to average earnings the Panel has decided to increase the basic annual salary to £13,600 (an increase of 1.49%). No increase is proposed for senior salaries but these post holders will receive the increase in the basic salary element.
8. The Annual Report 2016 introduced two levels of salary for members of councils’ executives and committee chairs of principal authorities, Fire and Rescue Authorities (FRAs) and National Park Authorities (NPAs). This was to provide flexibility to enable authorities to reflect, in their schedules of remuneration, variations in the level of responsibility of portfolios and chairs. However as far as the payments to members of executives is concerned this flexibility has not been used other than in one case. Similarly it has not been taken on board in respect of chairs of committees. It was clear from the discussions that arose during the Panel’s visits that almost all councils took the view that this arrangement was contrary to the desire for the Panel to be prescriptive in its determinations. The Panel accepts this and has therefore removed the two tier arrangement for executive members and for committee chairs.
9. From the discussions during our visits to the principal councils it is clear that very few members are utilising the provision in the framework to reimburse the costs of care. It appears that some members are still reluctant to claim all that they are entitled to support in their role, because of concerns about the adverse publicity this can attract (see Annex 4 for the publication options). We urge Democratic Services Committees to take steps to encourage and facilitate greater use of this element of our framework so that members concerned are not financially disadvantaged.
10. The Panel has continued to contribute wherever possible to enhancing diversity in local government in Wales through its determinations. To take this

a step further the Panel has produced a leaflet for prospective candidates on the remuneration of members of councils. We are pleased that several councils have added this leaflet to their website.

11. We believe that there are still major issues to be addressed with community and town councils which we will be raising with individual councils and their representative organisations. However as a start to this process we are proposing to introduce grouping councils according to the level of income or expenditure. We propose that mandatory payments be made to senior members in those councils in the highest group. This is detailed in Section 13.
12. The Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting Section 143A. This requires that any principal council or fire and rescue authority that intends to change the salary of its Head of Paid Service must consult the Panel unless the change is in keeping with changes applied to other officers. Section 143A also enables the Panel to take a view on anything in the Pay Policy Statement of an authority that relates to the salary of the Head of Paid Service (normally the Chief Executive or Chief Fire Officer). The Local Government (Wales) Act 2015 extended this responsibility, on a temporary basis to Chief Officers of principal authorities. The Panel's approach to its use of these powers is set out in Section 15 of this Report and accords with the guidance issued to the Panel by the Welsh Government.
13. Since assuming the additional responsibility in respect of changes to the salaries of chief officers of principal councils the Panel has dealt with several submissions. The Panel's decisions are attached at Section 15.

1. The Panel's Framework: Principles of Members' Remuneration

Upholding trust and confidence

- 1.1 Citizens rightly expect that all those who choose to serve in local authorities uphold the public trust by embracing the values and ethics implicit in such public service. These principles underpin the contribution that the work of the Panel and its Framework make towards upholding public trust and confidence.

Simplicity

- 1.2 The Framework is clear and understandable. This is essential for the Panel to be able to communicate its determinations effectively to all those who are affected by, or who have an interest in, its work.

Remuneration

- 1.3 The Framework provides for payment to members of local authorities who carry a responsibility for serving their communities. The level of remuneration should not act as a barrier to taking up or continuing in post. There should be no requirement that resources necessary to enable the discharge of duties are funded from the salary. The Framework provides additional recompense for those who are given greater levels of responsibility.

Diversity

- 1.4 Democracy is strengthened when the membership of local authorities adequately reflects the demographic and cultural make-up of the communities such authorities serve. The Panel will always take in to account the contribution its framework can make in encouraging the participation of those who are significantly under-represented at local authority level.

Accountability

- 1.5 Taxpayers and citizens have the right to receive value for money from public funds committed to the remuneration of those who are elected, appointed or co-opted to serve in the public interest. The Panel expects all principal councils to make information readily and appropriately available about the activities and remuneration of their members.

Fairness

- 1.6 The framework will be capable of being applied consistently to members of all local authorities within the Panel's remit as a means of ensuring that levels of remuneration are fair, affordable and generally acceptable.

Quality

- 1.7 The Panel recognises that the complex mix of governance, scrutiny and regulatory duties incumbent upon members requires them to engage with a process of continuous quality improvement. The Panel expects members to undertake such training and personal development opportunities as are required to properly discharge the duties for which they are remunerated.

Transparency

- 1.8 Transparency of members' remuneration is in the public interest. Some members receive additional levels of remuneration by virtue of being elected or appointed to more than one public body. The framework serves to ensure that knowledge of all members' remuneration is made easily available to the public.

Remuneration of Officers

- 1.9 The Panel applies these principles of fairness, accountability and transparency in all its determinations in relation to remuneration of members of all the authorities that fall within its remit. The same principles also apply when the Panel is required to make recommendations in relation to the remuneration of the paid officers of these authorities.

2. Annual Report Summary Page

Type of Payment	Type of Authority			
	Principal Councils	National Park Authorities	Fire and Rescue Authorities	Community and Town Councils
Basic Salary	page 11	page 26	page 30	N/A ²
Senior Roles	page 14	page 26	page 30	page 41
Committee Chairs	page 14	page 26	page 30	N/A
Opposition Groups	page 14	N/A	N/A	N/A
Civic Heads and Deputies	page 15	N/A	N/A	page 44
Presiding Members	page 17	N/A	N/A	N/A
Mileage	page 38	page 38	page 38	page 42
Other Travel Costs	page 38	page 38	page 38	page 42
Subsistence Costs	page 39	page 39	page 39	page 42
Costs of Care	page 35	page 35	page 35	page 43
Family Absence	page 24	N/A	N/A	N/A
Sickness Absence	page 36	page 36	page 36	N/A
Joint Overview and Scrutiny Committees	page 21	N/A	N/A	N/A
Pension	page 23	N/A	N/A	N/A
Co-optees	page 33	page 33	page 33	N/A
Specific or Additional Allowances	page 19	page 27	page 31	N/A
Payments to Community and Town Councillors	N/A	N/A	N/A	page 40
Financial Loss Allowance	N/A	N/A	N/A	page 43
Statement of Payments	page 79	page 79	page 79	Page 79
Schedule of Remuneration	Page 77	Page 77	Page 77	Page 77
Salaries of Chief Executives and Chief Officers	Page 46	N/A	Page 46	N/A

² Not Applicable

3. Payments to Elected Members of Principal Councils: Basic, Senior and Civic Salaries

Basic salary for elected members of principal councils

3.1 The Panel originally determined in its IRP Annual Report 2009 that the payment of the basic salary would be aligned to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). Given the pressures on public expenditure it has not been possible for this alignment to be maintained. If this alignment had continued the basic salary would currently be significantly higher than the current prescribed amount, (close to £15,000 pa). This is calculated on an assumption that the basic activity required of an elected member (i.e. without the additional work required for a senior salary) is equivalent to three days' work.

3.2 The Panel remains aware that the core activities required of an elected member of a principal council vary. Duties undertaken should enable all members to discharge their core non-executive responsibilities in the governance of their council and in representing those living in their ward. As an elected role, such posts are not readily treated in the same manner as an employment with precisely quantified hours. The work that arises in representing ward residents is particularly varied because it is influenced by the very diverse socio-economic conditions, demographics, levels of urbanisation and different ratios of residents to councillors. These circumstances can vary significantly within individual authorities as well as in comparisons of local authorities throughout Wales. Elected positions carry an expectation of a level of personal commitment to community that goes beyond defined, remunerated hours. Elected members commonly report time spent that is well in excess of the notional three days (extra time worked and previously defined by the Panel as a 'public service discount').

3.3 In 2017 Panel members continued the practice of visiting all Welsh principal councils to meet with elected members to inform and update understanding of their activities. The WLGA Exit Survey of members who stood down in 2017 has also been considered. The general view from members and officers is that the workload has increased and most claimed that it was far in excess of 3 days. In ongoing dialogue with members, the Panel has particularly wished to learn of any impact on basic councillor duties arising from public 'austerity' programmes of recent years and also any changes in expectations from elected members arising from increased electronic communications and social media.

3.4 When making financial determinations for this Annual Report, the Panel has considered the progression of a variety of benchmark figures for the period from 2010 to 2017. As well as the ASHE median gross earnings figures for Wales, the Panel also considered the Retail Price Index, the Consumer Price Index, NJC Pay

Scales and Living Wage figures. It is noted that these figures show clear increases in the cost of living and earnings during this period. It is obvious that the gap between the level of basic remuneration for elected members of principal councils and relevant indicators of rises in income and costs of living indicators has continued to grow. The Panel believes this merits action to narrow the gap and limit the rate of erosion. Any adjustments must be in keeping with the Panel's principle that its determinations should be publicly affordable and acceptable.

3.5 Although public sector funding continues to be constrained, the Panel therefore considers that an increase in the basic salary is justified. It has determined there shall be an increase of £200 p.a. (which equates to 1.49%) effective from April 2018 to the basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the basic duties expected of all elected members.

Senior salaries for elected members of principal councils

3.6 The limit on the number of senior salaries payable ('the cap') will remain in place. In 2018/19 the maximum number of senior salaries payable within each council will not be altered (other than for the Isle of Anglesey Council. See note ii) and will be as set out in Table 1. The rate payable for senior salaries shall not be altered in 2018/19 except to reflect the increase in the basic salary.

Determination 1: Basic salary in 2018/19 for elected members of principal councils shall be £13,600.

Notes to Determination 1:

- i. The responsibility element of senior salaries is not being increased but senior salary holders will receive the uplift to the basic salary.
- ii. The Cabinet Secretary for Finance and Local Government has agreed in respect of the Isle of Anglesey Council to increase the number of posts that can be paid a senior salary beyond the fifty percent maximum contained in the Measure subject to a determination by the Panel. The Panel has issued a Supplementary Report to give effect to this increase.

Table 1: Maximum numbers of council membership eligible for payment of a senior salary

Council	Number of councillors	Number of senior salaries
Group A (populations over 200,000)		
Cardiff	75	19
Rhondda Cynon Taf	75	19
Swansea	72	19
Group B (populations of 100,000 to 200,000)		
Bridgend	54	18
Caerphilly	73	18
Carmarthenshire	74	18
Conwy	59	18
Flintshire	70	18
Gwynedd	75	18
Neath Port Talbot	64	18
Newport	50	18
Pembrokeshire	60	18
Powys	73	18
Vale of Glamorgan	47	18
Wrexham	52	18
Group C (populations of up to 100,000)		
Blaenau Gwent	42	17
Ceredigion	42	17
Denbighshire	47	17
Isle of Anglesey	30	16
Merthyr Tydfil	33	16
Monmouthshire	43	17
Torfaen	44	17

Payments to members of the Executive, Chairs of committees and the Leader of the Opposition

3.7 The Panel has not changed the previous decisions in respect of the senior salaries paid to these post holders.

(i) The Executive:

The visits to all principal councils by the Panel in 2009 produced the general conclusion that Executive members should be considered as working the equivalent of full time (up to 40 hours per week) but not necessarily nine to five. The recent visits and discussions with members and officers did not change this conclusion, in fact many executive members indicated that their workload has increased. There is still a variety of arrangements in both the structure and the operation of cabinets dependent on the specific organisational requirements of each authority.

Many councils operate with a cabinet of 10, the statutory maximum, others choose to have smaller cabinets and therefore the range of individual portfolios is much greater. We have previously concluded that this should be able to be reflected in the remuneration framework. But it is not the role of the Panel to determine the structure of cabinets of local authorities. The Panel's previous determinations contained flexibility for each council to decide the appropriate range of portfolios to meet local needs, and adjust payments within the Executive to reflect responsibility. As a result of the strong views expressed during the visits that the Panel should be prescriptive in respect of the salaries of executive members this provision has been amended. Consequently there will be one salary level within each population group as set out in Table 2 below:

(ii) Chairs of Committees

The Panel has recognised the overwhelming support for its determinations to be prescriptive and therefore has removed the two tier arrangement for chairs of committees although we continue to take the view that the responsibility and function of chairing a committee is not generally influenced by population of the authority.

Where chairs of committees are paid, the remuneration is: £22,300

The Senior Salary Bands

Determination 2: The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in table 2.

Table 2: Basic salary and senior salaries payable to members of principal councils

Basic salary (payable to all elected members) £13,600			
	Group A (Cardiff, Rhondda Cynon Taf, Swansea)	Group B (Bridgend, Caerphilly, Carmarthenshire, Conwy, Flintshire, Gwynedd, Newport, Neath Port Talbot, Pembrokeshire, Powys, Vale of Glamorgan, Wrexham)	Group C (Blaenau Gwent, Ceredigion, Denbighshire, Merthyr Tydfil, Monmouthshire, Torfaen, Isle of Anglesey)
Senior salaries (inclusive of basic salary)			
Band 1 Leader Deputy leader	£53,300 £37,300	£48,300 £33,800	£43,300 £30,300
Band 2 Executive members	£32,300	£29,300	£26,300
Band 3 Committee chairs (if remunerated):		£22,300	
Band 4 Leader of largest opposition group ³		£22,300	
Band 5 Leader of other political groups		£ 17,300	

Table 2 notes:

- The Panel considers that the leadership and executive roles (Band 1 and 2 salaries respectively) carry the greatest individual accountability and that 'size of population' remains a major factor in influencing levels of responsibility and the use of the three population groups (A, B and C) has therefore been

³ Leader of largest opposition group. See IRPW Regulations, Annex 2, Part 1(2) for a definition of "largest opposition group" and "other political group".

retained. For information: Group A Population 200,000 and above; Group B Population 100,001 to 199,999; Group C Population up to 100,000.

- b. No increase is proposed for senior salaries but post holders will receive the uplift in the basic salary paid to all councillors.
- c. Committee chairs will be paid at Band 3, although an individual authority may determine not to pay particular chairs.
- d. The stipulation that an opposition group leader or any other group leader must represent at least 10% of the council membership before qualifying for a senior salary remains unchanged.
- e. The Panel has determined that a council must make a senior salary available to the leader of the largest opposition group.
- f. The Panel has determined that, if remunerated, a Band 5 senior salary must be paid to leaders of other political groups.

See IRPW Regulations, Annex 2, Part 1(2) for a definition of “*largest opposition group*” and “*other political group*”.

Payments to Civic Heads and Deputies (Civic Salaries)

- 3.8 The Panel maintains the view that it is appropriate for authorities to set remuneration levels which reflect activity and responsibility of civic heads and deputies rather than the local population. The Panel is aware but surprised that many councils have set the salaries for their civic heads and deputies to accord with the population groups rather than necessarily reflecting the specific responsibilities attached to the roles. For the removal of doubt, it should be noted that the three established groups of principal councils calculated by population are not required to be applied in relation to payments to civic heads and deputies.
- 3.9 The Panel has set three possible levels of civic salary - higher, mid and lower. Each authority must decide which level (if any) is to be paid for each of these roles according to local factors. For example, the civic head of a small council may be paid at the highest rate, whilst the civic head of a large council may be paid at the lowest rate, rates of payment to deputy civic heads may be similarly varied. This also allows for civic heads and their deputies in the same authority to be paid at different levels.
- 3.10 A council may decide not to apply any civic salary to the posts of civic head and/or deputy civic head.

Determination 3: The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3) and will be applied by principal

councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.

Table 3: Civic salaries (where paid) shall be payable as follows to members of principal councils

Remuneration of civic heads and deputy civic heads (inclusive of basic salaries)		
Responsibility Level	Civic heads	Deputy civic heads
Level 1	£24,300	£18,300
Level 2	£21,800	£16,300
Level 3	£19,300	£14,300

Table 3 notes:

- a. The posts of civic head and deputy civic head are not included in the cap (with the exception of Isle of Anglesey and Merthyr Tydfil Councils).

The Panel's requirement that members should not have to pay for the cost of the support (see determination 7) that is needed to carry out their duties applies also in respect of civic heads. The Panel recognises the range of provision made for civic heads in respect of transport, secretarial support, charitable giving and clothing.

- 3.11. Civic roles are senior posts within councils which are distinct from political or executive leadership. In addition to chairing major meetings the civic head is the authority's 'first citizen' and 'ambassador', representing the council to a wide variety of institutions and organisations, and this requires the post holder to exemplify and promote good citizenship.
- 3.12. In many instances civic heads receive secretarial support and are provided with transport for official duties and can access a separate hospitality budget which is managed and controlled by council officers.
- 3.13. The level of support given, the personal financial outlay and the level of activity during the year of office varies considerably between authorities and the size of authority does not necessarily relate to the commitment required, or given by, civic heads.
- 3.14 All principal councils have a number of community councils within their areas and many also include town councils. Where a community council has a particularly active civic head this may have some impact on the workload of the principal council's civic head.
- 3.15 The Local Government (Democracy) (Wales) Act 2013 allows councils to appoint a presiding member whose role it will be to chair meetings of the

whole council. Where appointed, there would be a consequential reduction in the responsibilities of the respective civic head.

Payments to Presiding Members

Determination 4: The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 senior salary. This post will count towards the cap.

Determination 5: The Panel has determined that the post of deputy presiding member will not be remunerated.

Key factors underpinning the Panel's determinations:

- 3.16 The basic salary, paid to all elected members, is remuneration for the responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance for the time equivalent of three days a week. Any time commitment beyond three days is an unpaid public service contribution.
- 3.17 The prescribed salary and expenses must be paid in full to each member unless an individual has independently and voluntarily opted in writing to the authority's proper officer to forego all or any element of the payment. It is fundamental that there is transparency in this process so that any possible suggestion that members are put under pressure to forego some of the salaries is avoided.

The following must be applied:

- a) An elected member must not be remunerated for more than one senior post within his or her authority (but see section 4 on JOSCs).
- b) An elected member must not be paid a senior salary and a civic salary.
- c) All senior and civic salaries are paid inclusive of basic salary.
- d) If a council chooses to have more than one remunerated deputy leader, the difference between the senior salary for the deputy leader and other executive members should be divided by the number of deputy leaders and added to the senior salary for other executive members in order to calculate the senior salary payable to each deputy leader.
- e) Members in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA or FRA to which they have been appointed nor any Community or Town Council of which they are a member.

Supporting the work of local authority elected members

3.18 Following the local elections in 2017 Panel members have undertaken visits to all principal authorities in Wales. These visits have provided valuable opportunities for members and officers to discuss the variations that occur and to share and understand the benefits gained by properly supporting the ability of members to discharge their basic duties effectively.

3.19 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. Any proposals should be made with due regard to Determinations 6 and 7 below. For example, the Panel does not consider it appropriate that elected members should be required to pay for any telephone use to enable them to discharge their council duties as a ward member, committee member or cabinet member.

3.20 The Panel considers it is necessary for each elected member to have ready use of e-mail services, and to have electronic access to appropriate information via an internet connection. The Panel does not consider it appropriate that elected members should be required to pay for internet related services to enable them to discharge their council duties as a ward member, committee member or cabinet member. 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. It is not appropriate for facilities required by members to be available only within council offices within office hours.

3.21 The responsibility of each council through its Democratic Services Committee to provide support which should be based on an assessment of the needs of its members. When members' additional needs or matters of disability apply, or there are specific training requirements indicated, each authority will need to assess any particular requirements of individual members.

For co-opted members the support should be appropriate and proportionate,

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, email and internet facilities giving 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.

Specific or additional senior salaries

3.22 The Panel has allowed for greater flexibility through the provision for authorities to apply for specific or additional senior salaries that do not fall within the current remuneration framework, or which could not be accommodated within the maximum number of senior salaries relating to the authority. If the proposed addition is approved and results in the council exceeding its cap, this will be included in the approval (with exception of Merthyr Tydfil and the Isle of Anglesey Councils – see footnote 4). Some councils have raised the possibility of operating some senior salary posts on a “job share” arrangement. The Panel is supportive of this principle and the process is set out in Paragraph 3.24

Determination 8: The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.

- 3.23 Guidance to local authorities on the application process was issued in April 2014 and incorporated the following principles:
- a. The total number of senior salaries cannot exceed fifty percent⁴ of the membership.
 - b. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - c. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - d. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

⁴ Local Government (Wales) Measure 2011 Section 142 (5) The proportion fixed by the Panel in accordance with subsection (4) may not exceed fifty percent unless the consent of the Welsh Ministers has been obtained.

3.24 **Job Sharing Arrangements**

For members of an executive: Each “sharer” will be paid 50% of the appropriate salary of the Population Group.

The statutory maximum for cabinets cannot be exceeded so both job sharers will count toward the maximum.

Under the Measure, it is the number of persons in receipt of a senior salary, not the number of senior salary posts that count towards the cap. Therefore, for all job share arrangements the senior salary cap will be increased subject to the statutory maximum of 50% of the council’s membership.

The Panel must be informed of the details of any job share arrangements,

The Panel’s determinations on Travel and Subsistence, Reimbursement of costs of care and Family Absence are now set out in separate sections of this Annual Report.

4. Joint Overview and Scrutiny Committees (JOSC)

- 4.1. Although to date no council has made use of these arrangements the Regulations are still in force. The Panel retains the arrangements for the remuneration of chairs of Joint Overview and Scrutiny Committees and Sub-committees⁵. The payments align with those of chairs of committees of principal councils set out in Section 3 (Level 2). In future they may be the basis for governance in respect of regional working.

The following determinations apply:

Determination 9: The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700

Determination 10: In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.

Determination 11: The chair of a sub committee of a JOSC is eligible for an additional payment of £1,675.

Determination 12: In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £837.

Determination 13: Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.

Determination 14: Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).

Determination 15: A deputy chair of a JOSC or sub committee is not eligible for payment.

Determination 16: Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.

⁵ [http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20\(Joint%20Overview%20and%20Scrutiny%20Committees\)%20\(Wales\)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf](http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20(Joint%20Overview%20and%20Scrutiny%20Committees)%20(Wales)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf)

- 4.2. The remuneration of chairs of JOSCs (or a sub-committee of JOSCs) is not prescribed and is a matter for the constituent councils to decide whether such a post will be paid. However, if a senior salary is paid, it must be at the level set out in section 4 of this report.

5. Pension Provision for Elected Members of Principal Councils

- 5.1 The Local Government (Wales) Measure 2011 provides a power to the Panel to make determinations on pension entitlement for elected members of principal councils.

Determination 17: The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.

6. Entitlement to Family Absence

This section applies to elected members of principal authorities.

- 6.1 The Regulations relating to Family Absence for elected members of principal councils were approved by the National Assembly for Wales in November 2013⁶ and cover maternity, new born, adoption and parental absences from official business.
- 6.2. The Panel considered the implications for the remuneration of such members who are given absence under the terms of the Welsh Government Regulations and the Panel's determinations are set out below.

Determination 18: An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.

Determination 19: When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.

Determination 20: It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

Determination 21: If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.

Determination 22: When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

Determination 23: The Council's schedule of remuneration must be amended to reflect the implication of the family absence.

⁶ http://www.legislation.gov.uk/wsi/2013/2901/pdfs/wsi_20132901_mi.pdf

7. Payments to Members of National Park Authorities

Structure of National Park Authorities

- 7.1 The 3 National Parks in Wales - Brecon Beacons, Pembrokeshire Coast and Snowdonia were formed to protect spectacular landscapes and provide recreation opportunities for the public. The Environment Act 1995 led to the creation of the 3 corresponding National Park Authorities (NPAs). In managing the National Park, the Authority has 3 main purposes:
- to protect the natural beauty of the Park;
 - to help visitors enjoy and understand it; and
 - to foster the wellbeing of local people.
- 7.2 National Park Authorities have a committee of Members who are either elected members nominated by the Principal Councils within the National Park area or are members appointed by the Welsh Government through the Public Appointments Process. Welsh Government appointed and council nominated members are treated equally in relation to remuneration.
- 7.3 The structure of the Members' Committee at each of the 3 national parks is set out in Table 4.

Table 4: Membership of Welsh National Park Authorities

National Park Authority	Total Membership	Principal Council Members	Welsh Government appointed Members
Brecon Beacons	24	16: Blaenau Gwent County Borough Council – 1 Carmarthenshire County Council – 2 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Powys County Council – 8 Rhondda Cynon Taf County Borough Council - 1 Torfaen County Borough Council - 1	8
Pembrokeshire Coast	18	12: Pembrokeshire County Council - 12	6
Snowdonia	18	12: Conwy County Borough Council – 3 Gwynedd County Borough Council – 9	6

- 7.4 In addition, Standards Committees of NPAs have Independent Co-opted members whose remuneration is included in the framework as set out in Section 9.

- 7.5 In considering remuneration of members of NPAs, the Panel has based its determinations on the following key points:
- NPAs manage their work via formal authority meetings, committees and task and finish groups. Each has a Development/Management/Planning Committee, and other committees include Performance and Resources and Audit and Scrutiny. Ordinary NPA members are members of at least one committee as well as being involved in site visits and inspection panels.
 - There is an expectation that members will participate in training and development.
 - The chair of an NPA has a leadership and influencing role in the authority, a representational role similar in some respects to that of a civic head and a high level of accountability. The chair is not only the leader of the authority but is also the public face of the particular national park and is the link with the Minister and AMs with whom they have regular meetings. The role requires a high level of commitment and time.

Basic and senior salaries

- 7.6 The Panel has previously determined that the role of ordinary members of an NPA should be aligned to the basic salary of a member of a principal council, and that the time commitment required is a notional 42 days per year. This remains the basis of the Panel's determinations.
- 7.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic salary is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from 1 April 2018 in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.
- 7.8 Therefore, there is a corresponding increase of £50 (rounded) on the basic salary for members of NPAs from 1 April 2018.
- 7.9 The Panel has also previously determined that the remuneration of an NPA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.
- 7.10 The Panel has provided local flexibility so that an NPA can decide at which of two levels the roles of deputy chair and up to 2 other committee chairs can be remunerated. An NPA may choose to pay its deputy chair and/or committee chairs a salary of either £7,375 or £6,075, commensurate with the significant and sustained duties to be discharged in a particular role.
- 7.11 During 2016, the Panel met with members and officers of the 3 NPAs. Feedback was received during the Panel's visits about the importance of

members' attendance at meetings and the impact non-attendance can have. The Panel is minded to consider this further during 2016/17.

Additional Senior Salaries

7.12 Feedback was also received during the Panel's visits to NPAs that its determination that up to two NPA Committee Chairs could receive a senior salary could be restrictive in the NPAs discharging their governance requirements.

7.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to NPAs as reflected in the following principles:

- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
- b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
- c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

7.14 The Panel has made the following determinations:

Determination 24: The basic salary for NPA ordinary members shall be £3,675

Determination 25: The senior salary of the chair of an NPA shall be £12,375

Determination 26: An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375

Determination 27: The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.

Determination 28: Members must not receive more than one NPA senior salary.

Determination 29: An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility

Determination 30: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.

The Panel's determinations on Travel and Subsistence, Reimbursements of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

8. Payments to Members of Welsh Fire and Rescue Authorities

Structure of Fire and Rescue Authorities

- 8.1 The 3 Fire and Rescue Services in Wales: Mid and West Wales, North Wales and South Wales and Fire and Rescue Authorities (FRAs) were formed as part of Local Government re-organisation in 1996.
- 8.2 FRAs comprise of elected Members who are nominated by the Principal Councils within the Fire and Rescue Service area.
- 8.3 The structure of the each of the 3 FRAs is set out in Table 5

Table 5: Membership of Fire and Rescue Authorities

Name of Fire and Rescue Authority	Number of Local Authority Members
Mid and West Wales	25: Carmarthenshire County Council – 5 Ceredigion County Council – 2 Neath Port Talbot County Borough Council – 4 Pembrokeshire County Council – 3 Powys County Council – 4 Swansea City and County Council - 7
North Wales	28: Conwy County Borough Council – 5 Denbighshire County Council – 4 Flintshire County Council – 6 Gwynedd Council – 5 Isle of Anglesey County Council – 3 Wrexham County Borough Council – 5
South Wales	24: Bridgend County Borough Council – 2 Blaenau Gwent County Borough Council – 1 Caerphilly County Borough Council – 3 Cardiff City Council – 5 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Newport City Council - 2 Rhondda Cynon Taf County Borough Council - 4 Torfaen County Borough Council – 2 Vale of Glamorgan Council -2

- 8.4 In addition, Standards Committees of FRAs have independent co-opted members whose remuneration is included in the framework as set out in Section 9.

8.5 In considering remuneration of members of FRAs, the Panel has based its determinations on the following key points:

- The chair has a leadership and influencing role in the authority, and a high level of accountability especially when controversial issues relating to the emergency service arise. In addition to fire authority meetings, all FRAs have committees that include in different combinations: audit, performance management, scrutiny, human resources, resource management as well as task and finish groups and disciplinary panels. As well as attending formal meetings of the authority and committees, members are encouraged to take on a community engagement role, including visiting fire stations.
- There is a strong training ethos in FRAs. Members are expected to participate in training and development. Induction programmes are available as well as specialist training for appeals and disciplinary hearings.
- Training sessions often follow on from authority meetings to make the training accessible.

Basic and Senior Salaries

8.6 The Panel has previously determined that the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and that the time commitment required is a notional 20 days per year. This remains the basis of the Panel's determinations.

8.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic annual salary of elected members is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from the date of the authority's Annual General Meeting in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.

8.8 Therefore, there is a corresponding increase of £30 (rounded) on the basic salary for members of FRAs from the date of the authority's Annual General Meeting.

8.9 The Panel determined that the remuneration of an FRA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.

8.10 The Panel determined that the remuneration of an FRA deputy chair where there is significant and sustained senior responsibility will be aligned with the Band 5 senior salary.

8.11 The Panel has determined that up to two FRA committee chairs where there is significant and sustained responsibility can be remunerated.

8.12 During 2016, the Panel met with members and officers of the 3 FRAs. Feedback was received about the importance of members' attendance at meetings and the impact non-attendance can have. The Panel is minded to consider this further during 2016/17.

Additional Senior Salaries

- 8.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to FRAs as reflected in the following principles
- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

Local Pension Boards

8.14 The Panel has considered requests from FRAs to allow them to pay salaries to chairs of local pension boards established under the Firefighters' Pension Scheme (Wales) Regulations 2015. Those Regulations already give FRAs the power to decide how local pension boards are to work and to pay the chair and members if they wish. Therefore it is not appropriate for the Panel to make a determination empowering FRAs to pay salaries to local pension board chairs. The senior salaries in Determination 33 or 34 cannot be used exclusively for this role.

8.15 The Panel has made the following determinations:

Determination 31: The basic salary for FRA ordinary members shall be £1,745
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Determination 32: The senior salary of the chair of an FRA shall be £10,445
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Determination 33: An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This shall be paid at £5,445.

Determination 34: The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall
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within the current Remuneration Framework.
Determination 35: Members must not receive more than one FRA senior salary.
Determination 36: An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility
Determination 37: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.

The Panel's determinations on Travel and Subsistence, Reimbursement of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

9. Payments to co-opted Members of Principal Councils, National Park Authorities and Fire & Rescue Authorities⁷

- 9.1 The Panel has determined that a daily/half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities with voting rights (this includes the co-opted member from a Town or Community council). The level of payments is equivalent to the current daily rates for chairs and members of the Welsh Government's Band 2 sponsored bodies. The Panel notes there has been no uplift in these payment levels across such bodies since 2010.
- 9.2 Principal councils, NPAs and FRAs can decide on the maximum number of days in any one year for which co-opted members may be paid.
- 9.3 The determinations are set out below:

Determination 38: Principal councils, NPAs and FRAs must pay the following fees to co-opted members (Table 6) (who have voting rights).

Table 6: Fees for co-opted members (with voting rights)

Chairs of standards, and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)
Community and town councillors sitting on principal council committees	£198 (4 hours and over) £99 (up to 4 hours)

Determination 39: Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.

Determination 40: Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

Determination 41: The appropriate officer within the authority can determine

⁷ This section does not apply to co-opted members of community and town councils.

in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.

Determination 42: Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.

The Panel's determinations on Travel and Subsistence, Reimbursement of costs of care and Family Absence are now set out in separate sections of this Annual Report.

10. Reimbursement of Costs of Care

- 10.1. This section applies to members of principal councils, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. A similar, but permissive, provision for Community and Town Councils is given in section 13
- 10.2. The purpose of this section is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that the additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 10.3 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of Costs of Care

Determination 43: All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

11. Sickness Absence for Senior Salary Holders

- 11.1. The Family Absence Regulations (approved by the National Assembly in 2014) are very specific relating to entitlement and only available for elected members of principal councils. Absence for reasons of ill-health is not included.
- 11.2. Instances have been raised with the Panel of senior salary holders on long term sickness and the perceived unfairness in comparison with the arrangements for family absence. In consequence, councils are faced with the dilemma of:
- Operating without the individual member but still paying him/her the senior salary.
 - Replacing the member who therefore loses the senior salary (but retains the basic salary).
- 11.3. The Panel has considered this and is amending the Framework to provide specific arrangements for long term sickness as set out below:
- a) Long term sickness is defined as certified absences in excess of 4 weeks.
 - b) The maximum length of sickness absence within these proposals is 26 weeks or until the individual's term of office ends, whichever is sooner (but if reappointed any remaining balance of the 26 weeks will be included).
 - c) Within these parameters a senior salary holder on long term sickness can, if the authority decides continue to receive remuneration for the post held.
 - d) It is a decision of the authority whether to make a substitute appointment but the substitute will be eligible to be paid the senior salary appropriate to the post.
 - e) If the paid substitution results in the authority exceeding the maximum number of senior salaries payable for that authority as set out in the Annual Report, an addition will be allowed for the duration of the substitution. (However this would not apply to Merthyr Tydfil or the Isle of Anglesey councils if it would result in more than 50% of the membership receiving a senior salary. It would also not apply in respect of a council executive member if it would result in the cabinet exceeding 10 posts - the statutory maximum).
 - f) When an authority agrees a paid substitution the Panel must be informed within 14 days of the decision of the details including the specific post and the estimated length of the substitution. The authority's Schedule of Remuneration must be amended accordingly.
 - g) It does not apply to elected members of principal councils who are not senior post holders as they continue to receive basic salary for at least

six months irrespective of attendance and any extension beyond this timescale is a matter for the authority.

- 11.4. This arrangement applies to members of principal councils, National Park Authorities and Fire and Rescue Authorities who are senior salary holders, including Welsh Government appointed members, but does not apply to co-opted members.

Note:

The Family Absence Regulations apply to elected members in cases of maternity, new born, adoption and parental absences from official business. They do not apply to Welsh Government appointed members.

12. Reimbursement of Travel and Subsistence Costs when on Official Business

- 12.1. This section applies to members of principal authorities, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. (Similar provision for Community and Town Councils is contained in section 13 as there is a different approach to such members, principally that the provision is permissive.)
- 12.2. Members may claim reimbursement for travel and subsistence (meals and accommodation) costs where these have arisen as a result of undertaking official duties. Expenses reimbursed to members by their local authority are exempt from Income Tax and employee NICs.
- 12.3. The Panel is aware that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. As an alternative, travel arrangements could be made directly by the authority in such circumstances.
- 12.4. The Panel has determined that there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at the current HM Revenue and Customs (HMRC) rates which are:

Reimbursement of mileage costs

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per mile	Per passenger carried on authority business
24p per mile	Motor cycles
20p per mile	Bicycles

- 12.5. Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

Reimbursement of other travel costs

- 12.6. All other claims for travel must only be reimbursed on production of receipts showing the actual cost and will be subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 12.7. These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 12.8. All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 12.9. There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 12.10. It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

13. Payments to Members of Community and Town Councils

- 13.1. The Panel has had responsibility for the remuneration of community and town councils since the Measure of 2011 and its first determinations for such members came into effect in the financial year 2013/2014. Subsequent Annual Reports have developed ideas for remuneration of community and town councillors, allowing flexibility to meet appropriate responsibilities.
- 13.2. The Panel recognises a wide variation in geography, scope and scale across 735 community and town councils in Wales, from small community councils with relatively minimal expenditure and few meetings to large town councils with significant assets and responsibilities.
- 13.3 Since producing its last report, the Panel met with 104 Councillors and Clerks representing 68 Community and Town Councils in 4 meetings it held across Wales. The discussions confirmed the widely held view that the roles individual councils undertake vary significantly. Subsequent research the Panel undertook into councils' income and expenditure and councillor to population ratios further supported the wide variation.
- 13.4 The Panel is of the view that in accordance with this wide variation, the responsibilities and accountabilities of councillors must also vary. Councillors managing income or expenditure of £1m and those delivering significant services, including some that might have been delegated from principal councils, are operating in a much more complex environment than a council with an annual budget of £10,000.
- 13.5 Therefore the Panel is proposing to form groups of Community and Town Councils to reflect these differences. The Panel examined a range of measures the Panel could use as the basis for any groupings and it considers that 4 groups based on the level of income *or* expenditure, whichever is the highest, in the previous financial year, is most appropriate. Using income *or* expenditure figures better reflects the activity levels of a council than population ratios which the Panel found did not correlate to income or expenditure. It is also easy for councils to understand which group they belong to.

Table 7 Community and Town Council Groupings

Community and Town Council Group	Income <i>or</i> Expenditure of:
A	£200,000 and above
B	£60,000 - £199,999
C	£10,000 - £59,999
D	Below £9,999

- 13.6. The Panel is of the view that Community and Town Councillors are not volunteers because further to the democratic process they have accepted formal responsibilities and they all face some degree of liability, in respect of the Council functions they are running. Also, the Panel wants any member who has personal support needs and or caring responsibilities to be able to fulfil their role. To reflect this, the Panel is mandating payment of a contribution to costs and expenses, and reimbursement of the costs of care, for all members of Community and Town Councils as set out in Determinations 44 and 51.
- 13.7 The Panel is also of the view that Councils in Group A are likely to have a greater number of committees, reflecting its level of activity; and therefore is additionally mandating the payment for senior roles as set out in Determination 45. Where not mandated, each determination requires a formal decision by each of these community or town councils' annually. A Council can adopt any or all of the non-mandated determinations but if it does make such a decision, it must apply to all its members.
- 13.8 In all cases, any individual member may make a personal decision to elect to forgo part or all of the entitlement to any of these payments by giving notice in writing to the proper officer of the council.
- 13.9 Members in receipt of a Band 1 or Band 2 senior salary from a principal council cannot receive payment for a senior role from any Community or Town Council.

Payments towards costs and expenses

- 13.10. In order to compensate members of community and town councils for expenses and costs involved in carrying out their duties, the Panel has determined that councils must make a payment to each member.

Determination 44: Community and town councils must make a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Senior roles

- 13.11 The Panel recognises that specific member roles especially within the larger community and town councils, for example a committee chair, will involve greater responsibility. It is also likely that the larger councils will have a greater number of committees, reflecting its level of activity. The Panel has therefore determined that councils in Group A must make a payment for a minimum of one senior role and a maximum of five senior roles. Councils in Groups B, C and D are authorised to pay up to five responsibility payments for specified roles.

Determination 45: Community and town councils in Group A must make an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.

Determination 46: Community and town councils in Groups B, C or D are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is made.

Reimbursement of travel costs and subsistence costs

13.12. The Panel recognises that there can be significant travel and subsistence costs associated with the work of community and town council members, especially where the council area is geographically large and/or when engaging in duties outside this area.

Determination 47: Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties.⁸ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:

- 45p per mile up to 10,000 miles in the year.
- 25p per mile over 10,000 miles.
- 5p per mile per passenger carried on authority business.
- 24p per mile for private motor cycles.
- 20p per mile for bicycles.

Determination 48: If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:

- £28 per 24-hour period allowance for meals, including breakfast where not provided.
- £200 – London overnight.
- £95 – elsewhere overnight.

⁸ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

- **£30 – staying with friends and/or family overnight.**

Compensation for financial loss

13.13 The Panel has retained the facility which councils may pay as compensation to their members where they suffer financial loss when attending approved duties.

Determination 49: Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:

- **Up to £34.00 for each period not exceeding 4 hours:**
- **Up to £68.00 for each period exceeding 4 hours but not exceeding 24 hours.**

Reimbursement of the costs of care

13.14 The purpose of this is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that the additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.

13.15 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of Costs of Care.

Determination 50: Community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

Civic Head / Deputy Civic Head Payment

- 13.16. Recognising that some mayors and chairs of community and town councils and their deputies are very active during their year of office, the Panel has determined that community and town councils should be authorised to make a payment for these roles. In its previous annual reports the Panel did not determine a maximum level of payment to mayors/chairs and their deputies.
- 13.17 The Panel's consultation meetings this year, confirmed that the majority of community and town councils make no or very modest payments to their civic leaders and that some of them are reporting the budget allocated for civic functions and civic expenditure rather than the amount paid as personal senior salary to the individual.
- 13.18 The Panel is concerned only with the amount paid to the mayors/chairs as a salary or honorarium, to be used or retained at their discretion. The Panel has determined that the maximum amount to be paid to a chair/mayor of a community or town council in this way shall be £1,500. The maximum amount to be paid to a deputy mayor/chair in this way shall be £500.

Determination 51: Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.

Determination 52: Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.

Publicity requirements

- 13.19. There is a requirement on community and town councils to publish details of all payments made to individual members in an annual Statement of Payments. This information must be published on council noticeboards and/or websites (with easy access) and provided to the Panel by email or by post no later than 30 September following the end of the year to which the payments relate. The Panel draws attention to the requirements stipulated at Annex 4. The Panel is concerned that a significant number of councils are in breach of this requirement.

14. Compliance with Panel Requirements

The Panel's remit under the Measure

- 14.1 Section 153 of the Measure empowers the Panel to require a relevant authority⁹ to comply with the requirements imposed on it by an Annual Report of the Panel and further enables the Panel to monitor the compliance of relevant authorities with the Panel's determinations.
- 14.2 A relevant authority must implement the Panel's determinations in this report from the date of its annual meeting or a date specified within the Annual Report.

Monitoring compliance

- 14.3 The Panel will monitor the compliance with the determinations in this Annual Report by relevant authorities against the following requirements:
- (i) A relevant authority must maintain an annual **Schedule of Member Remuneration** (IRPW Regulations 4 and 5). Guidance at Annex 3 sets out the content which must be included in the Schedule.
 - (ii) A relevant authority must make arrangements for the Schedule's publication within the authority area (IRPW Regulation 46) and send the Schedule to the Panel as soon as practicable as and not later than 31 July in the year to which it applies. Annex 4 provides further details of the publicity requirements.
 - (iii) Any amendments to the Schedule made during the year must be conveyed to the Panel as soon as possible after the amendment is made.

Note: The above requirements do not apply to community and town councils at this time. The following applies to all authorities including community and town councils.

- (iv) A relevant authority must make arrangements for publication within the authority area of the total sum paid by it to each member and co-opted member in respect of salary (basic, senior and civic), allowances, fees and reimbursements in a Statement of Payments (in accordance with Annex 4 that sets out the content that must be included in the Publicity Requirements) as soon as practicable and no later than 30 September following the close of the year to which it relates. It must be submitted to the Panel no later than that date.

⁹ Interpretation of "Relevant Authority" provided in the Independent Remuneration Panel for Wales (IRPW) Regulations, Part 1, 'Interpretation'.

15. Salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities and Chief Officers of Principal Councils

- 15.1 Section 63 of the Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting section 143A. This enables the Panel to take a view on anything in the Pay Policy Statements of these authorities that relates to the salary of the head of paid service (normally the chief executive or chief fire officer). Section 39 of the Local Government (Wales) Act 2015 further amended the Measure extending this function to include Chief Officers of Principal Councils.
- 15.2 The Welsh Government has issued amended guidance to the Panel which can be found at <http://gov.wales/docs/dsilg/publications/localgov/160212-irp-guide-salaries-en-v2.pdf> .This sets the basis on which the Panel will carry out the function contained in the legislation.
- 15.3 In essence the functions of the Panel and the requirements on authorities established by the legislation and the subsequent guidance are:
- a) If a principal council intends to change the salary of the head of paid service or chief officer, or if a fire and rescue authority intends to change the salary of its head of paid service it must consult the Panel unless the change is in keeping with changes applied to other officers of that authority (whether the change is an increase or decrease). ‘Salary’ includes payments under a contract for services as well as payments of salary under an employment contract.
 - b) The authority must have regard to the recommendation(s) of the Panel when reaching its decision.
 - c) The Panel may seek any information that it considers necessary to reach a conclusion and produce a recommendation. The authority is obliged to provide the information sought by the Panel.
 - d) The Panel may publish any recommendation that it makes. It is the intention that, in the interests of transparency, it will normally do so.
 - e) The Panel's recommendation(s) could indicate:
 - approval of the authority's proposal
 - express concerns about the proposal
 - recommend variations to the proposal
- as long as these comply with any guidance issued by the Welsh Government.
- 15.4 The Panel also has a general power to review the Pay Policy Statements of authorities so far as they relate to the heads of paid service (and chief officers

until 2020).

- 15.5 It is important to note that the Panel will not decide the amount that an individual head of paid service will receive.
- 15.6 The Panel is very aware that this additional function is significantly different from its statutory responsibilities in relation to members' remuneration. However, it will ensure that it undertakes this role with clarity and openness, taking into account all the relevant factors in respect of specific individual cases. Authorities are encouraged to consult the Panel at an early stage in their decision making on such matters. This will enable the Panel to respond in a timely manner.

Pay Policy Statements

- 15.7 Paragraph 3.7 of the guidance to the Panel from the Welsh Government states that "The legislation does not restrict the Panel to a reactive role" It allows the Panel to use its power to make recommendations relating to provisions within local authorities Pay Policy Statements. The Panel has considered this in the context of its resources and has decided that these limit the time that could be applied to this open power. So it will examine changes from year to year of the salaries of Chief Executives and Chief Officers to ensure that these comply with the requirements of the legislation.



Reuben Bergman
Head of Human Resources
Vale of Glamorgan Council

rbergman@valeofglamorgan.gov.uk

30 January 2017

Dear Mr Bergman

Reduction in Salary for a Chief Officer Post

Your email dated 25th January has been considered by the Independent Remuneration Panel for Wales. All members of the Panel expressed their views on the proposal, and as you requested to receive the Panel's comments on this proposal prior to 9th February, this was done by email.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal for a reduction to the salary of your Director of Social Services as submitted.

Yours sincerely

John Bader
Chair

Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

27 February 2017

Dear Mr Jarman,

Honorarium Payment to the Head of Children and Young People's Services

Your letter dated 15 February 2017, accompanying documentation and explanatory email was considered by the Independent Remuneration Panel for Wales at their meeting on 22 February. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

The Panel considered whether an honorarium paid to a chief officer fell within the Panel's remit. It consulted the *Amended Guidance to the Independent Remuneration Panel for Wales under Section 43A of the Local Government (Wales) Measure 2011 and Section 39 of the Local Government (Wales) Act 2015*, issued by the Welsh Government. The guidance does not define salary, so the Panel applied the ordinary meaning of the word, namely remuneration in return for services under a contract of employment. The Panel is satisfied that its remit covers all such payments, including those termed honoraria, temporary promotion allowances, bonuses or any other term which distinguishes them from the basic salary. The Panel also considered the Honorarium Policy of Neath Port Talbot council and note that it excludes chief officers. The Panel concluded that making an additional payment to a chief officer in recognition of his or her additional duties is an alteration to the salary that does fall within the Panel's remit.

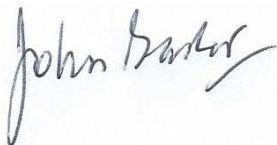
Given that the initial addition to the salary was effective from March 2016 it is clear therefore that Neath Port Talbot council were in breach of their duty under the legislation to consult the Panel.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Having examined the submission from your authority in respect of the continuation of the additional payment, it is the decision of the Panel to approve the proposal as submitted. The Panel however is concerned that the council's failure to consult the Panel is an indication that the council has not been as transparent as it might have been in deciding to alter the salary of this particular chief officer. Your letter is clear that this honorarium payment will cease on the 31st August 2017, either because of the appointment of a Head of Adult Services or because of the introduction of a new management structure. If a new management structure is introduced and results in changes to the salaries (including additions/honoraria) of chief officers of the council the Panel expects that it will be consulted in a timely manner and full disclosure of the justification for the changes will be provided.

Yours sincerely

A handwritten signature in black ink that reads "John Bader". The signature is written in a cursive style with a long, sweeping underline.

John Bader

Chair



Carys Edwards MA FCIPD
Penaeth Proffesiwn AD – Head of Profession HR
Cyngor Sir Ynys Mon County Council
Council Officer
Llangefni
Ynys Mon
LL77 7TW

26 July 2017

Dear Ms Edwards,

Head of Children’s Service – Increase in Salary Level

Your emails dated 29 June, 5th July and 13 July and the enclosed report from your Chief Executive have been considered by the Independent Remuneration Panel for Wales at its meeting on 19th July. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to increase the current salary level of the vacant Head of Children’s Service of £59,757 – £65,933 to a maximum of £74,000.

Yours sincerely

John Bader

Chair



Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

26 July 2017

Dear Mr Jarman

Your letter dated 5 July with its proposal to extend the honorarium payment to the Head of Children and Young People's Services until 31st December 2017 was considered by the Panel at its meeting on the 19 July. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to extend the honorarium payment until 31st December 2017. The Panel expect this to be a final extension and to see any relevant proposals for the restructuring of the Senior Management Team in due course.

Yours sincerely

John Bader

Chair



Will Godfrey
Chief Executive
Newport City Council

20 September 2017

Dear Mr Godfrey

Decrease of Chief Education Officer Salary

The email sent on your behalf by Rachael Davies dated 6 September 2017 with the enclosed report *Review of the Chief Education Officer Salary at Newport City Council September 2017* has been considered by the Independent Remuneration Panel for Wales at its meeting on 13 September. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to decrease the current salary level of the Chief Education Officer from Band 1 (£82,261 - £90,923) to Band 2 (£73,841 - £79,514) following your revision of the job description for the Chief Education Officer with the accountability for the regional focus being removed.

Yours sincerely

John Bader
Chair

Annex 1: The Panel's Determinations for 2018/19

Principal Councils	
1.	Basic salary in 2018/19 for elected members of principal councils shall be £13,600
2.	The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in Table 2.
3.	The Panel has determined that (where paid) civic salaries at the levels as set out in Table 3 and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.
4.	The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 senior salary. This post will count towards the cap.
5.	The Panel has determined that the post of deputy presiding member will not be remunerated.
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, email and internet facilities giving electronic access to appropriate information.
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.
Specific or Additional Senior Salaries	
8.	The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.
Joint Overview and Scrutiny Committees	
9.	The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700
10.	In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.
11.	The chair of a sub committee of a JOSOC is eligible for a salary of £1,675.

12.	In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £837.
13.	Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.
14.	Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).
15.	A deputy chair of a JOSC or sub committee is not eligible for payment.
16.	Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.
Local Government Pension Scheme	
17.	The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.
Family Absence	
18.	An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.
19.	When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.
20.	It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.
21.	If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.
22.	When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.
23.	The Council's schedule of remuneration must be amended to reflect the implication of the family absence.
National Park Authorities	
24.	The basic salary for NPA ordinary members should be £3,675

25.	The senior salary of the chair of an NPA should be £12,375
26.	An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375
27.	The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
28.	Members must not receive more than one NPA senior salary.
29.	An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility
30.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.
Fire and Rescue Authorities	
31.	The basic salary for FRA ordinary members should be £1,745
32.	The senior salary of the chair of an FRA should be £10,445.
33.	An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This should be paid at £5,445.
34.	The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
35.	Members must not receive more than one FRA senior salary.
36.	An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility.
37.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.
Co-opted Members	
38.	Principal councils, NPAs and FRAs must pay the fees to co-opted members (who have voting rights) as set out in Table 6.
39.	Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.

40.	Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).
41.	The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
42.	Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.
Reimbursement of Costs of Care	
43.	All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.
Community and Town Councils	
44.	Community and town councils must make a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
45.	Community and town councils in Group A must make an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.
46.	Community and town councils in Groups B, C or D are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is made.
47.	Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties. ¹⁰ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below: <ul style="list-style-type: none"> • 45p per mile up to 10,000 miles in the year. • 25p per mile over 10,000 miles.

¹⁰ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

	<ul style="list-style-type: none"> • 5p per mile per passenger carried on authority business. • 24p per mile for private motor cycles. • 20p per mile for bicycles.
48.	<p>If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:</p> <ul style="list-style-type: none"> • £28 per 24-hour period allowance for meals, including breakfast where not provided. • £200 – London overnight. • £95 – elsewhere overnight. • £30 – staying with friends and/or family overnight
49.	<p>Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:</p> <ul style="list-style-type: none"> • Up to £34.00 for each period not exceeding 4 hours: • Up to £68.00 for each period exceeding 4 hours but not exceeding 24 hours.
50.	<p>Community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.</p>
51.	<p>Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.</p>
52.	<p>Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.</p>

Annex 2: Independent Remuneration Panel for Wales (IRPW) Regulations:

- a) for the remuneration of members and co-opted members of relevant authorities**
- b) for functions relating to the salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities**
- c) Chief officers of Principal Councils**

Introduction

Part 8 (sections 141 to 160) and schedules 2 and 3 of the Local Government (Wales) Measure 2011 (*the Measure*) set out the arrangements for the payments and pensions for members of relevant authorities and the functions and responsibilities of the Independent Remuneration Panel for Wales (the Panel).

Sections 62 to 67 of the Local Government (Democracy) (Wales) Act 2013 amends sections 142, 143, 144, 147, 148 and 151 of the Measure and confers additional powers on the Panel.

The powers contained in part 8 and schedules 2 and 3 of the Measure (as amended) have replaced the following Statutory Instruments:

- The Local Authorities (Allowances for Members of County and County Borough Councils and National Park Authorities) (Wales) Regulations 2002 (No. 1895 (W.196)).
- The Local Authorities (Allowances for Members of Fire Authorities) (Wales) Regulations 2004 (No. 2555 (W.227)).
- The Local Authorities (Allowances for Members) (Wales) Regulations 2007 (No.1086 (W.115)).

The Measure also has replaced the sections of the Local Government Act 1972, the Local Government and Housing Act 1989 and the Local Government Act 2000 relating to payments to councillors in Wales.

Allowances for members of community and town councils are set out in Part 5 of these Regulations. The Local Authorities (Allowances for Members of Community Councils) (Wales) Regulations 2003 (No. 895(W.115)) were revoked from 1st April 2013.

Part 1

General

1. a. The short title of these Regulations is: "IRPW Regulations".

- b. The IRPW Regulations came into force on 1 April 2012. The implementation date for each of the relevant authorities is set out in the Annual Report or Supplementary Report of the Panel.
- c. Authorities are required to produce a schedule of payments to members and co-opted members no later than the 31st July each year, for submission to the Panel and publication (see paragraph 46).

Interpretation

2. In the IRPW Regulations:

- “The 1972 Act” means the Local Government Act 1972.
- “The 2000 Act” means the Local Government Act 2000.
- “The 2013 Act” means the Local Government (Democracy) (Wales) Act 2013.
- “Allowance” means the actual or maximum amount which may be reimbursed to members and co-opted members of a relevant authority for expenses necessarily incurred when carrying out the official business of the relevant authority.
- “Annual report” means a report produced by the Panel in accordance with section 145 of the Measure.
- “Approved duty” in relation to community and town councils has the meaning as set out in Part 5 of these Regulations.
- “Attendance Allowance” in relation to community or town councils has the meaning set out in Part 5 of these Regulations.
- “Authority” means a relevant authority in Wales as defined in Section 144(2) of the Measure, and includes a local authority (county or county borough council), a national park authority and a Welsh fire and rescue authority, a community or town council.
- “Basic Salary” has the same meaning as set out in paragraph 6 of these Regulations, and may be qualified as “LA Basic Salary” to refer to the basic salary of a member of a principal council; “NPA Basic Salary” to refer to the basic salary of a member of a national park authority; and “FRA Basic Salary” to refer to the basic salary of a member of a Welsh fire and rescue authority.
- “Chief Officer” of a principal authority has the meaning as defined in the Localism Act 2011
- “Civic Head” is the person elected by the council to carry out the functions of the chair of that council and is designated as mayor or chair.
- “Committee” includes a sub-committee.
- “Community or town council” means in relation to Part 8 of the Measure, a community council as defined in section 33 of the Local Government Act 1972 or a town council in accord with section 245B of the same Act.

- “Consultation draft” means the draft of an Annual or Supplementary report under Section 146 (7) or 147(8) of the Measure, representations on which must be taken into account by the Panel.
- “Constituent authority” – for national park authorities this is a local authority falling within the area of a national park authority; for Welsh fire and rescue authorities it is a local authority falling within the area of a fire and rescue authority.
- “Controlling group” means a political group in a local authority where any of its members form part of the executive.
- “Co-opted Member” has the meaning contained in section 144 (5) of the Measure, that is those with the right to vote on matters within the purview of the committee on which they serve.
- “Co-opted Member fee” has the same meaning as set out in paragraph 19 of these Regulations.
- “Costs of Care” has the same meaning as set out in paragraph 21 of these Regulations.
- “Democratic Services Committee” means the local authority committee established under section 11 of the Measure.
- “Deputy Civic Head” is a person elected by the council to deputise for the mayor or chair of that council.
- “Executive” means the executive of an authority in a form as specified in sections 11(2) to (5) of the 2000 Act, as amended by section 34 of the Measure.
- “Executive arrangements” has the meaning given by section 10(1) of the 2000 Act.
- “Family absence” as defined in Section 142 (2) (b) of the Measure has the meaning given to it by Part 2 of the Measure, and contained in the Regulations relating thereto.
- “Financial Loss Allowance in relation to community or town councils has the meaning as set out in Part 5 of the Regulations.
- “Fire and rescue authority” means an authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies.
- “Head of paid service” means as designated under section 4(1) of the Local Government and Housing Act 1989.
- Joint Overview and Scrutiny Committee means a committee or sub committee set up by two or more principal councils under the Local Authority (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013.
- “Largest opposition group” means a political group other than a controlling group which has a greater number of members than any other political group in the authority.

- “Local authority” means a county or county borough council.
- “Member” means in respect of a local authority or a community or town council a person who has been elected to serve as a councillor for that authority; for a national park authority means a member appointed by a constituent authority and also a person appointed by Welsh Ministers; for Welsh fire and rescue authorities means a member appointed by a constituent authority.
- “National Park Authority” means a national park authority established under section 63 of the Environment Act 1995.
- “Official business” has the meaning contained in Section 142 (10) of the Measure in relation to the payment of allowances for care, travel and subsistence as reimbursement of expenses necessarily incurred by members and co-opted members of a relevant authority (excluding community and town councils) when:
 - a. Attending a meeting of the authority or any committee of the authority or any body to which the authority makes appointments or nominations or of any committee of such a body.
 - b. Attending a meeting of any association of authorities of which the authority is a member.
 - c. Attending a meeting the holding of which is authorised by the authority or by a committee of the authority or by a joint committee of the authority and one or more other authorities.
 - d. Attending any training or development event approved by the authority or its executive.
 - e. A duty undertaken for the purpose of or in connection with the discharge of the functions of an executive within the meaning of Part 2 of the 2000 Act, as amended.
 - f. A duty undertaken in pursuance of a standing order which requires a member or members to be present when tender documents are opened.
 - g. A duty undertaken in connection with the discharge of any function of the authority to inspect or authorise the inspection of premises.
 - h. A duty undertaken by members of principal councils in connection with constituency or ward responsibilities which arise from the discharge of local authority functions.
 - i. Any other duty approved by the authority, or any duty of class so approved, undertaken for the purpose of, or in connection with, the discharge of the functions of the authority or any of its committees.
- “Other political group” means a political group other than a controlling group or the largest opposition group (if any) which comprises not less than ten per cent of the members of that authority.

- “Overview and Scrutiny Committee” means a committee of the authority which has the powers set out in sections 21(2) and (3) of the 2000 Act, as amended by Part 6 of the Measure.
- “Panel” means the Independent Remuneration Panel for Wales as set out in section 141(1) and schedule 2 of the Measure.
- “Pay policy statement” means a statement produced by a relevant authority under section 38 of the Localism Act 2011.
- “Presiding Member” means a member of a principal council who has been designated by that council to carry out functions in relation to the chairing of its meetings and proceedings.
- “Principal council” means a county or county borough council.
- “Proper officer” has the same meaning as in section 270(3) of the 1972 Act.
- “Public body” means a body as defined in section 67(b) of the 2013 Act.
- “Qualifying provision” means a provision that makes a variation to a previous decision of the Panel. (Section 65 (c) of the 2013 Act).
- “Qualifying relevant authority” is an authority within the meaning of section 63 of the 2013 Act, required to produce a pay policy statement.
- “Relevant authority” is set out in Section 144(2) of the Measure (as amended) and in section 64 of the 2013 Act and, for the purposes of these Regulations, includes a local authority/principal council, a community or town council, a national park authority and a Welsh fire and rescue authority.
- “Relevant matters” are as defined in Section 142(2) of the Measure.
- “Schedule” means a list setting out the authority’s decisions in respect of payments to be made during the year (as relating to that authority) to all members and co-opted members of that authority.
- “Senior Salary” has the same meaning as set out in paragraph 11 of these Regulations and may be qualified as “Local Authority/Principal council Senior Salary” to refer to the senior salary of a member of a principal council; “National Park Senior Salary” to refer to the senior salary of a member of a national park authority; or “Fire and Rescue authority Senior Salary” to refer to the senior salary of a member of a Fire and Rescue authority.
- “Sickness absence” means the arrangements as set out in the Annual Report.
- “Supplementary report” has the meaning contained in section 146(4 to 8) of the Measure.
- “Travelling and subsistence allowance” has the same meaning as set out in paragraph 25 of these Regulations.
- “Year” has the following meanings:

“financial year” – the period of twelve months ending 31 March;

“calendar year” – the period of twelve months ending 31 December;

“municipal year” – the year commencing on the date of the annual meeting of the local authority and ending the day before the annual meeting of the following year; for national park authorities and Welsh fire and rescue authorities it is the period of up to twelve months following the annual meeting of the authority.

Part 2: Schedule of member/co-opted member remuneration

Commencement of term of office

3. The term of office of:

- A member of a local authority or community or town council begins 4 days following the election subject to making the declaration of acceptance of that office under section 83(1) of the 1972 Act.
- A councillor member of a national park authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of a Welsh Government appointed member begins on the date of that appointment. The term of office of the chair and deputy chair of the national park authority begins on the date of election by that authority to that office.
- A councillor member of a Welsh fire and rescue authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of the chair and deputy chair of the fire and rescue authority begins on the date of election by that authority to that office.
- A co-opted member of a relevant authority begins on the date of appointment by the relevant authority.

Schedule of member remuneration (the Schedule) (does not apply to community or town councils – see Part 5)

4. An authority must produce annually, a schedule of payments it intends to make to its members and co-opted members. The amount of those payments must accord with the Panel’s determinations made for that year in its Annual or Supplementary Reports. The Schedule must be produced no later than four weeks following the annual meeting of the authority.

Amendment to the Schedule

5. An authority may amend the Schedule at any time during the year (as relating to the authority) provided that such amendments accord with the Panel’s determinations for that year.

Basic salary

6. An authority must provide for the payment of a basic salary, as determined by the Panel in its Annual or Supplementary Reports, to each of its members. The amount of the salary must be the same for each member. For principal councils only, this salary remains payable during a period of family absence.
7. A member may not receive more than one basic salary from a relevant authority, but a member of one relevant authority may receive a further basic salary by being appointed as a member of another relevant authority (except in the case as indicated in paragraph 16).
8. The amount of the basic salary will be set in accordance with Section 142(3) of the Measure and will be one of the following:
 - The amount the authority must pay to a member of the authority.
 - The maximum amount that the authority may pay to a member of the authority.
9. Where the term of office of a member begins or ends other than at the beginning or end of the year (as relating to the authority), the entitlement of that member is to such proportion of the basic salary as the number of days during which the member's term of office subsists during that year bears to the number of days in that year.
10. Where a member is suspended or partially suspended from being a member of an authority (Part 3 of the 2000 Act refers) the part of the basic salary payable to that member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Senior salary

11. Subject to paragraphs 12 to 18 an authority can make payments of a senior salary to members that it has given specific responsibilities. Such payments must accord with the Panel's determination for the year (as relating to the authority) that the payments are made and must be set out in the Schedule of that authority. For principal councils only, a senior salary will remain payable during the family absence of the office holder.
12. The Panel will prescribe in its Annual or Supplementary Reports the following:
 - The categories of members eligible for the payment of a senior salary which may not be the same for all authorities or categories of authorities.
 - The discretion available to authorities in relation to the payment of senior salaries which may not be the same for all authorities or categories of authorities.

13. The amount of the senior salaries payable will be in accordance with section 142(3) of the Measure and specify:
 - The amount that a relevant authority must pay to a member of the authority.
 - The maximum amount that a relevant authority may pay to a member of the authority.
14. The Senior Salary will comprise an amalgam of the basic salary and an additional amount for the relevant specific responsibility determined by the Panel in its Annual or Supplementary Reports. This may not be the same for all authorities or categories of authorities.
15. The Panel in its Annual or Supplementary Reports will determine either the maximum proportion of its membership or the total number of members that an authority can pay as senior salaries. The percentage may not exceed fifty percent without the express approval of Welsh Ministers (Section 142(5) of the Measure). For principal councils only, the maximum proportion or number may be exceeded to include payment of a senior salary to an additional member who is appointed to provide temporary cover for the family absence of a senior salary office holder (subject to the 50% limit).
- 15(a). For principal councils, Fire and Rescue Authorities and National Park Authorities the maximum proportion or number may be exceeded to include the payment of a senior salary to an additional member who is appointed to provide temporary cover for the sickness absence of a senior salary holder as determined in the Annual Report or a Supplementary Report.
- 15(b). Payments to chairs of Joint Overview and Scrutiny Committees or Sub Committees are additional to the maximum proportion of its membership that an authority can pay as senior salaries subject to the overall maximum of fifty percent as contained in Section 142(5) of the Measure. The Panel will determine the amounts of such payments in an Annual or Supplementary Report.
16. An authority must not pay more than one senior salary to any member. A principal council member in receipt of a senior salary as leader or executive member of a local authority (determined as full-time by the Panel) may not receive a second salary as a member appointed to serve on a national park authority or a Welsh fire and rescue authority.
- 16(a). Paragraph 16 does not apply to payments made to a chair of a Joint Overview and Scrutiny Committee or Sub Committee who is in receipt of a senior salary for a role that is not classified as full time equivalent. It continues to apply to leaders or members of the executive.
17. Where a member does not have, throughout the year specific responsibilities that allow entitlement to a senior salary, that member's payment is to be such proportion of the salary as the number of days during which that member has such special responsibility bears to the number of days in that year.

18. Where a member is suspended or partially suspended from being a member of the authority (Part 3 of the 2000 Act refers) the authority must not make payments of the member's senior salary for the duration of the suspension (Section 155(1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the basic salary.

Co-opted member payment

19. A relevant authority must provide for the payment of a fee to a co-opted member as determined by the Panel in its Annual or Supplementary Reports. In relation to this regulation 'co-opted member' means a member as determined in Section 144(5) of the Measure and set out in paragraph 2 of these Regulations.
20. Where a co-opted member is suspended or partially suspended from an authority (Part 3 of the 2000 Act refers) the authority must not make payment of a co-opted member fee for the duration of the suspension (Section 155(1) of the Measure).

Allowances

Costs of Care

21. Authorities must provide for the payment to members and co-opted members of an authority the reimbursement in respect of such expenses of arranging the care of children or dependants or for the individual member as are necessarily incurred in carrying out official business as a member or co-opted member of that authority. Payments under this paragraph must not be made:
- In respect of any child over the age of fifteen years or dependant unless the member/co-opted member satisfies the authority that the child or dependant required supervision which has caused the member to incur expenses that were necessary in respect of the care of that child or dependant in the carrying out of the duties of a member or co-opted member.
 - To more than one member/co-opted member of the authority in relation to the care of the same child or dependant.
 - Of more than one reimbursement for care to a member or co-opted member of the authority who is unable to demonstrate to the satisfaction of the authority that the member/co-opted member has to make separate arrangements for the care of different children or dependants.
22. The maximum amount of the cost of care payable by an authority is to be determined by the Panel in its Annual or Supplementary Reports.
23. Where a member/co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act

refers) the part of the reimbursement of the cost of care payable to that member/co-opted member in receipt of the responsibilities or duties from which that member/co-opted member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

24. An authority's Schedule must stipulate the maximum amount of the reimbursement of costs of care payable each month and its arrangements for making claims, taking full account of the Panel's determinations in this respect.

Travel and subsistence allowances

25. Subject to paragraphs 26 and 27 below a member or co-opted member is entitled to receive payments from the authority by way of travelling and subsistence allowances at rates determined by the Panel in its Annual or Supplementary Reports. Such allowances are in respect of expenditure incurred by a member or co-opted member in the performance of the official business of the authority.

(Paragraphs 26 & 27 apply only to principal councils)

26. Payment of a subsistence allowance to a local authority member for the performance of official business within the boundaries of a county or county borough where s/he is a member should only be made when the authority is satisfied that it can be justified on economic grounds. This does not apply in respect of co-opted members of a local authority who live outside that authority.
27. A local authority may make provision, subject to any limitations it thinks fit, for members to claim mileage expenses for official business in connection with constituency or ward responsibilities where they arise out of the discharge of the functions of the county or county borough.
28. Where a member or co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers), travelling and subsistence allowances payable to that member/co-opted member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Part 3: Further provisions

Pensions

29. Under Section 143 of the Measure, the Panel may make determinations in respect of pension arrangements for local authority members in its Annual or Supplementary Reports. Such determinations may:

- Describe the description of members for whom a local authority will be required to pay a pension.
- Describe the relevant matters in respect of which a local authority will be required to pay a pension.
- Make different decisions for different principal councils.

Allowances to support the function of a local authority member

30. A local authority must provide for the requirements of a member to undertake their role and responsibilities more effectively. The way in which this support should be provided is determined by the Panel in its Annual or Supplementary Reports.

Payment of expenses for official and courtesy visits

31. The arrangements contained in Section 176 of the Local Government Act 1972 will continue to apply but no payment may be made to a person under that arrangement when a payment has been made to that person pursuant to any payment made under these Regulations.

Arrangements in relation to family absence

32. Part 2 of the Measure sets out the rights of local authority members in relation to family absence. The Panel will set out its determinations and the administrative arrangements in relation to the payment of salaries and allowances by principal councils in this respect in its Annual or Supplementary Reports.

Sickness Absence

- 32(a) Arrangements in respect of the long term sickness absence of senior salary holders of principal authorities, Fire and Rescue Authorities and National Park Authorities will be as set out in the Panel's Annual Report or Supplementary Report.

Part 4: Salaries, allowances or fees

Repayment of salaries, allowances or fees

33. An authority must require that such part of a salary, allowance or fee be repaid where payment has already been made in respect of any period during which the member or co-opted member concerned:
- is suspended or partially suspended from that member's/co-opted member's duties or responsibilities in accordance with Part 3 of the 2000 Act or Regulations made under that Act.

- ceases to be a member or co-opted member of the authority.
- or in any way is not entitled to receive a salary, allowance or fee in respect of that period.

Forgoing salaries, allowances or fees

34. Under Section 154 of the Measure, any member or co-opted member may by notice in writing to the proper officer of the authority elect to forgo any part of their entitlement to a salary, allowance or fee under the determination of the Panel for that particular year (as relating to the authority).

Part 5: Specific provisions relating to community and town councils (“the council”)

Interpretation

35. For the purposes of this Part the term member means both an elected member and a co-opted member.

Allowances

36. Allowances:
- a) The council can if it so determines make an annual payment to members in respect of costs incurred in carrying out the role of a member. The maximum amount payable will be set out in the Annual or Supplementary Report of the Panel.
 - b) The council can if it so determines make payments to members in respect of costs of travel for attending approved duties inside or outside the area of the council. The amounts claimable will be set out in the Annual or Supplementary Report of the Panel.
 - c) The council can if it so determines reimburse subsistence expenses to its members when attending approved duties inside or outside the area of the council. The arrangements for reimbursement will be set out in the Annual or Supplementary Report of the Panel.
 - d) The council can if it so determines pay compensation for Financial Loss to its members where such loss has occurred for attending approved duties outside the area of the council. The Allowances will be set out in the Annual or Supplementary Report of the Panel.
 - e) The council can if it so determines pay an allowance to the chair or mayor of the council for the purposes of undertaking the role of that office. The allowance will be set out in the Annual or Supplementary Report of the Panel
 - f) The council can if it so determines pay a responsibility allowance to a number of its members as stipulated in the Annual Report of the Panel.

- g) The council if it so determines reimburse the costs of care to a member as stipulated in the Annual Report of the Panel.
37. A member may elect to forgo any part of an entitlement to an allowance under these Regulations by giving notice in writing to the proper officer of the council.
38. A member making a claim for compensation for Financial Loss must sign a statement that the member has not made and will not make any other claim in respect of the matter to which the claim relates.
39. “Approved Duty” under this Part means
- i. Attendance at a meeting of the council or of any committee or sub-committee of the council or of any other body to which the council makes appointments or nominations or of any committee or sub-committee of such a body.
 - ii. Attendance at any other meeting the holding of which is authorised by the council or a committee or sub-committee of the council, or a joint committee of the council and one or more councils, or a sub-committee of such a joint committee provided that at least two members of the council have been invited and where the council is divided into political groupings at least two such groups have been invited.
 - iii. Attendance at a meeting of any association of councils of which the council is a member.
 - iv. Attendance at any training or development event approved by the council.
 - v. Any other duty approved the council or duty of a class approved by the council for the discharge of its functions or any of its committees or sub-committees.

Part 6: Miscellaneous

Arrangements for payments

40. The Schedule of an authority must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of that authority. Such payments may be made at such times and at such intervals as determined by the authority.

Claims

41. An authority must specify a time limit from the date on which an entitlement to travelling or subsistence allowance arises during which a claim for those allowances must be made by the person to whom they are payable. However, this does not prevent an authority from making a payment where the allowance is not claimed within the period specified.

42. Any claim for payment of travelling or subsistence allowance in accordance with these Regulations (excluding claims for travel by private motor vehicle) shall be accompanied by appropriate receipts proving actual expenses.

Avoidance of duplication

43. A claim for a payment of travelling allowance or subsistence allowance must include, or be accompanied by, a statement signed by the member or co-opted member that the member/co-opted member has not made and will not make any other claim in respect of the matter to which the claim relates.

Records of salaries, allowances and fees

44. An authority must keep a record of the payments made in accordance with these Regulations. Such record must:
- Specify the name of the recipient and the amount and nature of each payment.
 - Be available, at all reasonable times, for inspection (without charge) by any local government elector (within the meaning of section 270(1) of the 1972 Act) for the area of the authority.
 - Allow a person who is entitled to inspect the record to make a copy of any part of it upon payment of such reasonable fee as the authority may require.

Publicity requirements

(The required content of publicity requirements is contained in an annex to the Annual Report)

45. An authority must, as soon as practicable after determining its Schedule of Remuneration for the year under these Regulations and any Report of the Panel and not later than 31 July of the year to which the Schedule refers, make arrangements for the Schedule's publication within the authority's area. **(This section does not apply to community and town councils).**
46. As soon as practicable and no later than 30 September following the end of a year an authority must make arrangements for the publication within the authority's area, the total sum paid by it to each member/co-opted member in respect of basic salary, senior salary, co-opted member fee, reimbursement of costs of care, travel and subsistence allowances. **(This section applies to all relevant authorities).**
47. In the same timescale and in the same manner, a local authority must make arrangements for the publication of any further remuneration received by a member nominated or appointed to another relevant authority. **(This section applies only to principal councils).**

Publicising the reports of the Panel

48. Under Section 146(7) (a) and (b) of the Measure, the Panel will send a consultation draft of its Annual Report or Supplementary Report to all relevant authorities for circulation to authority members and co-opted members, so that representations can be made by members/co-opted members to the Panel, normally in a period of eight weeks.
49. The Panel will determine in its Annual or Supplementary Reports the arrangements publicising its Reports in accordance with Section 151 and 152 of the Measure.

Monitoring compliance with the Panel's determinations

50. Section 153 of the Measure determines that relevant authorities must comply with the requirements imposed by the Panel in its Annual Reports. It also empowers the Panel to monitor the payments made by relevant authorities and for it to require the provision of information that it specifies. The requirements under this section will be set out in the Annual Report of the Panel.

Annex 3: Schedule of member remuneration

1. Principal councils, national park authorities (NPAs) and Welsh fire and rescue authorities (FRAs) (but not community and town councils) must maintain an annual Schedule of Member Remuneration (the 'Schedule') which is in accord with the Panel's determinations on member salary and co-opted member payments and which must contain the following information:

In respect of a principal council:

- a. Named members who are to receive only the basic salary and the amount to be paid.
- b. Named members who are to receive a Band 1 and Band 2 senior salary, the office and portfolio held and the amount to be paid.
- c. Named members who are to receive a Band 3, Band 4 and Band 5 senior salary, the office and portfolio held and the amount to be paid.
- d. Named members who are to receive a civic salary and the amount to be paid.
- e. Named members who are to receive the co-opted member fee and whether chair or ordinary member and the amount to be paid.
- f. Named members who are to receive a senior salary as a chair of a Joint Overview and Scrutiny Committee or Sub Committee and the amount to be paid.
- g. Named members in receipt of a specific or additional senior salary approved by the Panel and the amount to be paid.

In respect of National Park and Fire and Rescue Authorities:

- a. Named members who are to receive a basic salary and the amount to be paid.
 - b. Named member who is to receive a senior salary as a chair of the authority and the amount to be paid.
 - c. Named members who are to receive a senior salary as deputy chair of a committee and the amount to be paid.
 - d. Named members who are to receive the co-opted member fee and whether a chair or ordinary member and the amounts to be paid.
2. Amendments made to the Schedule during the municipal year must be communicated to the Panel as soon as it is practicable.
 3. Principal councils must confirm in their annual Schedule that the maximum limit of senior salaries set for the council has not been exceeded.

4. Principal councils, NPAs and FRAs must include a statement of allowable expenses and the duties for which they may be claimed for care, travel and subsistence in their annual Schedule which is in accord with the Panel's determinations.
5. The Schedule must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of the relevant authority (IRPW Regulation 35); arrangements for making claims for care, travel and subsistence expenses (IRPW Regulations 24 and 36-37); arrangements for the avoidance of duplication (IRPW Regulation 38) and arrangements for re-payment of salaries, allowances and fees (IRPW Regulation 33). This schedule must also include the duties for which members and co-opted members are able to claim travel, subsistence and reimbursement of care costs.
6. Principal councils must declare in the Schedule whether:
 - A statement of the basic responsibility of a councillor is in place.
 - Role descriptors of senior salary office holders are in place.
 - Records are kept of councillor attendance.
7. Principal councils, NPAs and FRAs must make arrangements for the publication of the Schedule of Member Remuneration as soon as practicable after its determination and no later than 31 July of the year to which it applies. This should be sent to the Panel no later than this date. The Schedule should be published in a manner that provides ready access for members of the public.
8. The **Schedule** must also be sent to the Panel Secretariat to be received by 31 July.

Annex 4: Publication of Remuneration – the Panel’s Requirements

In accordance with Section 151 of the Measure the Panel requires that:

1. Relevant authorities must publish a Statement of Payments made to its members (including chairs of JOSCs or sub-committees of JOSCs). This information must be published in a form and location that is easily accessible to members of the public no later than 30 September following the end of the year to which the payments relate and in the same timescale also provided to the Panel. The following information must be provided:
 - a. The amount of basic salary, senior salary, civic salary and co-opted member fee paid to each named member/co-opted member of the relevant authority, including where the member had chosen to forego all or part of the salary, or fee for the municipal year in question. Where a senior salary has been paid, the title of the senior office held is to be provided.
 - b. The payments made by community and town councils to named members as:
 - Payments in respect of telephone usage, information technology, consumables etc.
 - Responsibility payments
 - Allowances made to a mayor/chair and deputy mayor/deputy chair
 - Compensation for Financial Loss
 - Costs incurred in respect of travel and subsistence
 - Reimbursement of the costs of care (see paragraph f below)
 - c. All travel and subsistence expenses, reimbursement of the costs of care (see paragraph f below) and other payments received by each named member and co-opted member of the relevant authority, with each category identified separately.
 - d. The amount of any further payments received by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:
 - a local health board
 - a police and crime panel
 - a relevant authority
 - a body designated as a public body in an order made by the Welsh Ministers.
 - e. Names of members who did not receive basic or senior salary because they were suspended for all or part of the annual period to which the Schedule applies.

- f. In respect of the publication of the reimbursement of the costs of care, the Panel has decided to provide relevant authorities with two options.
- 1) The details of the amounts reimbursed to named members; or
 - 2) The total amount reimbursed by the authority during the year but not attributed to any named member.

It is a matter for each authority to decide which of these options for publication it considers appropriate.

It is also the responsibility of each authority to establish its own position on how to respond to any Freedom of Information requests it receives with regards to reimbursement of costs of care.

2. Nil returns are required to be published and provided to the Panel by 30 September.

**Independent Remuneration Panel for Wales
Room N.03
First Floor
Crown Buildings
Cathay's Park
Cardiff
CF10 3NQ**

**Telephone: 0300 0251057
E-mail irpmailbox@gov.wales**

**The Report and other information about the Panel and its work are available on our website at:
www.remunerationpanelwales.org.uk**

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday 24 th October, 2017
Report Subject	Reappointment of Town and Community Council Representative to the Standards Committee
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

The term of office for the Town and Community Representative came to an end with the local elections in May. A report was presented at the Annual Meeting of the Council in May and the Standards Committee in July recommending that Councillor Duggan-Keen, the current representative, be reappointed for a further term.

Before making the reappointment Council needed to consult the town and community councils on the proposal. That consultation was undertaken and no council disagreed with the proposal therefore it can go ahead.

RECOMMENDATIONS

1	That the Council notes that no town or community council has objected to the reappointment of Councillor Duggan-Keen.
2	That Council reappoints Councillor Duggan-Keen.

REPORT DETAILS

1.00	REAPPOINTMENT
1.01	At the Annual Meeting of the County Council it was agreed: <ol style="list-style-type: none">1. to reappoint Councillor Duggan-Keen to the Standards Committee subject to consultation with Town and Community Councils; and2. for Councillor Duggan-Keen to continue in position during the consultation.
1.02	The Monitoring Officer consulted with the Town and Community Councils, asking for their observations on the reappointment. The following responses were received: <ul style="list-style-type: none">• Halkyn - no observations• Whitford – do not object to the appointment
1.03	A copy of the consultation email to Town and Community Councils was also sent to One Voice Wales, who did not object to his re-appointment.
1/04	The Standards Committee at its meeting in July recommended the reappointment of Councillor Duggan-Keen.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with Town and Community Councils was carried out following the Annual Meeting of Council in May the results of which were reported to the Standards Committee in July.

4.00	RISK MANAGEMENT
4.01	None.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Report of the Monitoring Officer to the Annual Meeting of the Council and Standards Committee in July</p> <p>Contact Officer: Gareth Owens, Monitoring Officer Telephone: 01352 702344 E-mail: gareth.legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Appointments to Outside Bodies
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

The Appointments to Outside Bodies list was last reported to the Annual Meeting. Nominations were made to all but one of the bodies on the list, which is attached. Of the current vacancies, some of those relate to the late Councillor Ron Hampson. There was one body where Group Leaders, in consultation with the Chief Executive were unable to make a nomination and so it remains as a vacancy.

All appointments will run until May 2022.

RECOMMENDATIONS

1	That the Council notes the current Outside Bodies list which is attached as appendix A
2	That where any vacancies remain unfilled these should be removed from the Outside Bodies list.

REPORT DETAILS

1.00	EXPLAINING THE OUTSIDE BODIES LIST
1.01	The County Council maintains a list of the Members whom it nominates to serve on a number of outside bodies. Following on from the Annual Meeting, the Chief Executive, in consultation with the Group Leaders made appointments to all but one outside body.
1.02	We have previously recognised that it may not be possible to make nominations to all of the outside bodies: nominations have tended to be because individual members have specialist knowledge or experience which enables them to make a meaningful contribution to that organisation. As effective links exist between that organisation and the Council's officers, it is suggested that representation at Member level may not be required for all organisations the time being. There is one vacancy where we have not been able to make a nomination. This is the North Wales Association for the deaf. It is recognised that Members already have a huge number of conflicting demands on their time.
1.03	There are a number of vacancies which were previously filled by the late Councillor Ron Hampson. These are ward related and will be filled following the Buckley Bistre West by election.
1.04	All appointments made this year will run until May 2022.

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been carried out with Group Leaders.

4.00	RISK MANAGEMENT
4.01	The Outside Bodies list is regularly reviewed to ensure that our representation is appropriate and effective. Anti-poverty, environment and equalities issues are borne in mind where applicable.

5.00	APPENDICES
5.01	Appendix 1 - Current Outside Bodies list.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None, other than the attached.</p> <p>Contact Officer: Robert Robins, Democratic Services Telephone: 01352 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Outside Bodies: organisations outside the Council onto which Flintshire nominates Members.</p> <p>Mersey-Dee Alliance (MDA): the partnership between the public sector in North East Wales and North West England to “work together on common strategic interests to ensure a sustainable future for the area and facilitate a coherent approach to social, economic and environmental issues.”</p> <p>Welsh Local Government Association (WLGA) This body represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities and 3 national park authorities are associate members. The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.</p>

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MEMBERSHIP OF OUTSIDE BODIES

Civic & Members Services
Corporate Services
County Hall
Mold
Flintshire
CH7 6NR

Karen Jones / Lesley Wood (01352) 702151
Robert Robins (01352) 702320

Amended on 12th September 2017

**FLINTSHIRE COUNTY COUNCIL
MEMBERSHIP OF OUTSIDE BODIES**

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Area of Outstanding Natural Beauty Partnership	3	Paul Cunningham, Colin Legg & Owen Thomas Substitutes: Mared Eastwood		Until May 2022	Karen Holthofer & Howard Sutcliffe Clwydian Range & Dee Valley AONB Loggerheads Country Park Nr Mold Denbighshire CH7 5LH Tel No: 01352 811010/810614 Email:karen.holthofer@denbighshire.gov.uk & howard.sutcliffe@denbighshire.gov.uk
Argoed Sports Association	2	Local Members: Mared Eastwood & Hilary McGuill		Until May 2022	Mrs. Joan Bellis Secretary Argoed Sports Association 34 Tir Wat, Mynydd Isa Mold, Flintshire CH7 6SD Tel: 01244 549156 Email:joan.bellis@talktalk.net
Arts Council of Wales	1 + 1 Officer	Mared Eastwood		Until May 2022	Miss. Helen Williams, PA to Director of Enterprise and Regeneration, Arts Council for Wales, Princes Park II, Princes' Drive, Colwyn Bay, LL29 8PL Tel: 01492 539758/07814646030 Email:Helen.williams@artswales.org.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Association for Public Service Excellence (APSE)	1 + 1 Officer	Andrew Dunbobbin		Until May 2022	Mr. Wayne Priestley, Principal Adviser Ass. for Public Service Excellence, 2 nd Floor Washbrook Hs., Lancastrian Office Centre 32 Talbot Road, Old Trafford, Manchester, M32 0FP. Tel: 0161 772 1810 Email: wpriestley@apse.org.uk
Association for Public Service Excellence (APSE) Service Transformation Strategic Forum	1	Andrew Dunbobbin		Until May 2022	Mr. Wayne Priestley, Principal Adviser Ass. for Public Service Excellence, 2 nd Floor Washbrook Hs., Lancastrian Office Centre 32 Talbot Road, Old Trafford, Manchester M32 0FP. Tel: 0161 772 1810 Email: wpriestley@apse.org.uk
Association for Public Service Excellence (APSE) Wales Housing & Building Maintenance Advisory Group	1	Andrew Dunbobbin		Until May 2022	Mr. Wayne Priestley, Principal Adviser Ass. for Public Service Excellence, 2 nd Floor Washbrook Hs., Lancastrian Office Centre 32 Talbot Road, Old Trafford, Manchester M32 0FP. Tel: 0161 772 1810 Email: wpriestley@apse.org.uk
Bangor University	1	Cabinet Member for Education: Ian Roberts	Yes	Until May 2022	Lynne Hughes, Planning & Governance Office Bangor University, Bangor, Gwynedd, LL57 2DG Tel: 01248 382776 Email: l.hughes@bangor.ac.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Buckley Sports Facility Consultative Committee	3 + 2 Officers	Local Members: Carol Ellis, Dennis Hutchinson & VACANCY X 1		Until May 2022	Mr. Jeff Shields & Mr. Colin Hughes Facility Manager, Buckley Sports Centre Mill Lane, Buckley Flintshire CH7 3HQ Tel: 01244 845440 Email:Jeff.shields@flintshire.gov.uk Colin.hughes@flintshire.gov.uk
Clwyd Alyn Housing Association - Flintshire Support Network	1 + 1 Officer	Cabinet Member for Housing: Bernie Attridge	Yes	Until May 2022	Mrs. Janice Armitt, Senior Resident Services Administrator, Clwyd Alyn Housing Association, Unit 72, Ffordd William Morgan St. Asaph Business Park, Glascoed Road, St. Asaph Denbighshire LL17 0JD Tel:01745 536815 Email:janice.armitt@clwydalyn.co.uk
Clwyd Powys Archaeological Trust	1 + 1 Officer	Janet Axworthy		Until May 2022	Mr. Chris Martin, 41 Broad Street, Welshpool, Powys SY21 7RR Tel: 01938 553670 Email:chrismartin@cpat.org.uk
Clwydian Range and Dee Valley Area of Outstanding Natural Beauty Joint Committee	2	Cabinet Member for Economic Development: Derek Butler & Cabinet Member for Streetscene & Countryside: Carolyn Thomas	Yes	Until May 2022	Mr Steve Price, Democratic Services Manager, Denbighshire County Council, County Hall, Wynnstay Road, Ruthin, Denbighshire LL15 1YN Tel: 01824 712589 Email:steve.price@denbighshire.gov.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Connah's Quay Sports Centre Management	4 + 2 Officers	Local Members: Andrew Dunbobbin, Paul Shotton, Ian Dunbar & Ian Smith		Until May 2022	Mrs. Ann Peers, Head Teacher, Connah's Quay High School, Golftyn Lane, Connah's Quay, Deeside, CH5 4BH Tel: 01244 813491 Email:cqmail@connahsquayhs.org.uk
Environmental Protection U.K. North West Division	2 + 3 Officers	Cabinet Member for Planning and Public Protection: Chris Bithell & David Evans	Yes	Until May 2022	Mr. Neil Turner, Vice President, Environmental Protection U.K., 45 Down Green Road Harwood Bolton BL2 3QD Tel: 07888700431 Email:nandeve.turner@ntlworld.com
Flintshire Disability Forum (The FDF)	1	Cabinet Member for Social Services: Chris Jones	Yes	Until May 2022	Mrs. Jan Thomas, Chief Officer The FDF c/o Old Town Hall Earl Road Mold Flintshire CH7 1AB Tel: 01352 756618 & 01352 755546 Email:thomasj@thefdf.org.uk
Flintshire Local Access Forum	1	David Evans		Until May 2022	Mr Stephen Bartley Secretary to Flintshire Local Access Forum, Public Rights of Way, Planning & Environment ,County Hall, Mold, CH7 6NF Tel: 01352 704622 laf@flintshire.gov.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Flintshire Tourism Association	1	Cabinet Member for Economic Development: Derek Butler	Yes	Until May 2022	Richard L Jones, Business Development Officer, Flintshire County Council County Hall, Mold, Flintshire. Tel: 01352 702136 Email:Richard.L.Jones@flintshire.gov.uk
Food Waste Joint Committee	1 + 1 Officer	Cabinet Member for Streetscene & Countryside: Carolyn Thomas	Yes	Until May 2022	Samantha Bates Waste Operation Manager Kinmel Park Depot, Kinmel Park, Bodelwyddan, Denbighshire, LL18 5UX Tel:01824 712112 Email:samantha.bates@denbighshire.gov.uk
Foster Care Panel	1	Dave Mackie	No	Until May 2022	Peter Robson, Resource Manager, Children's Services, Flintshire County Council Tel: 01352 701028 Email:peter.robson@flintshire.gov.uk
Groundwork North Wales	1	Cabinet Member for Economic Development: Derek Butler	Yes	Until May 2022	Karen Balmer CPFA Chief Executive Groundwork North Wales 3-4 Plas Power Road Tanyfron Wrexham LL11 5SZ Tel: 01978 757524 Email:Karen.balmer@groundworknorthwales.org.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Hawkesbury Community Centre Management Committee	3	Local Members: Dennis Hutchinson, Carol Ellis & VACANCY X 1		Until May 2022	Mrs Julia Jones Secretary to Management Committee, Hawkesbury Community Centre, 1 Church Close Buckley, Flintshire, Email:juliajones31@hotmail.co.uk
John Wynne School and Exhibition Trusts	2	Cabinet Member for Education: Ian Roberts & local member: Andrew Holgate	Yes	Until May 2022	Mrs. Jane Jones, Secretary 19 Bron Haul, Trelawnyd, Rhyl, LL18 6DU Tel: 01745 570982 Email: janejones1920@hotmail.co.uk
Joint Council for Wales Executive Committee	2 + 1 Officer	Billy Mullin & Aaron Shotton Aaron Shotton	Yes	Until May 2022	Mrs. Sharon Carney, Senior Manager, Human Resources and Organisational Development, Flintshire County Council, County Hall, Mold. Tel: 01352 702139 Email: sharon.carney@flintshire.co.uk
Leeswood Community Centre Management Committee	1	Local Member: Ray Hughes		Until May 2022	Mr. C. Venables, Chairman, Leeswood Community Centre, 23 Heol-y-Goron, Leeswood, Nr. Mold, Flintshire, CH7 4RN. Tel: 01352 770728 Email:
Llwyni Strategy Group	2	Local Members: Ian Smith & Ian Dunbar		Until May 2022	Mr Tom Woodall. Countryside Service, Wepre Park, Wepre Drive, Connah's Quay, CH5 4HL Tel: 01352 703902 Email:tom.woodall@flintshire.gov.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Management Committee of the Daniel Owen Community Centre	2	Chris Bithell & Haydn Bateman	Yes	Until May 2022	Mr. Karen Hodgkinson, Daniel Owen Community Association, Daniel Owen Precinct, Earl Road, Mold, CH7 1AP Tel : 01352 754792 Email:danielowencmold@hotmail.com
Mersey Dee Alliance	1 + 1 Officer	Aaron Shotton	Yes	Until May 2022	Mrs. Nicola Powell, Mersey Dee Alliance, Programme Officer, Cheshire West & Chester HQ, 2 Nicholas Street, 2 nd Floor, Chester, CH1 2NP. Tel: 0151 356 6567 Email:nicola.Powell@cheshirewestandchester.gov.uk
North Wales Community Health Council Flintshire Local Committee	3	David Wisinger, David Mackie & Gladys Healey	Yes	Until May 2022	Ms Gill Cashman, Department for Health & Social Services, Welsh Government Cathays Park, Cardiff CF10 3NQ Tel: 02920 821579 Email:gill.cashman@wales.gsi.gov.uk Chief Officer, Betsi Cadwaladr Community Health Council, 11 Chestnut Court, Park Menai, Bangor, Gwynedd, LL57 4FH Email:admin@waleschc.org.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
North Wales Deaf Association	1	VACANCY X 1		Until May 2022	Sarah Matthews, Chief Executive, North Wales Deaf Association, 77 Conway Road, Colwyn Bay, LL29 7LN. Tel: 01492 530013 Email:sarah.matthews@deafassociation.co.uk
North Wales Economic Ambition Board	1	Cabinet Member for Economic Development: Derek Butler	Yes	Until May 2022	Glesni Williams Senior Support & Information Officer Support Service, Gwynedd Council Council Offices, Shire Hall Street, Caernarfon, Gwynedd , LL55 1SH Tel: 01286 679701 (2701) Email:glesniwilliams@gwynedd.gov.uk
North Wales Fire Authority	6	Paul Shotton, Ian Dunbar, David Wisinger, Owen Thomas, Marion Bateman & Veronica Gay		Until May 2022	Miss Alwen Davies, Member Liaison Officer North Wales Fire & Rescue Service, St. Asaph Business Park, St. Asaph, Denbighshire Tel: 01745 535286 Email:alwen.davies@nwales-fireservice.org.uk
North Wales Police and Crime Panel	2	Neville Phillips (LD) and Chris Bithell (L)		Annual Appointment	Angharad Jones, PA to the Police and Crime Commissioner and the Chief Executive, Glan y Don, Colwyn Bay, LL29 8AW Tel: 01492 805143 Email:OPCC@nthwales.pnn.police.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
North Wales Psychiatric Fund	1	Adele Davies-Cooke		Until May 2022	Hilary Owen, Admin Building, Bryn y Neuadd Hospital, Aber Road, Llanfairfechan Conwy LL33 0HH Tel: 01248 682509 Email: hilary.owen@wales.nhs.uk
North Wales Residual Waste Partnership	2	Leader: Aaron Shotton and Cabinet Member for Streetscene: Carolyn Thomas	Yes	Until May 2022	Mr. Colin Everett, Chief Executive, County Hall, Mold Tel: 01352 702100 Email: chief_executive@flintshire.gov.uk
North Wales Safer Communities Board	1	Cabinet Member for Planning & Public Protection: Chris Bithell	Yes	Until May 2022	Dr. Sian Jones, Community Safety Manager, Community Protection, Flintshire County Council, County Hall, Mold, Flintshire. Tel: 01352 702132 Email: sian-jones@flintshire.gov.uk
North Wales Trunk Road Agency Joint committee	1	Cabinet Member for Streetscene: Carolyn Thomas	Yes	Until May 2022	Mr. Stephen Jones, Chief Officer Streetscene & Transportation, Environment Dept, County Hall, Mold Tel: 01352 704700 Email: Stephen.O.Jones@flintshire.gov.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Popeth Cymraeg – Welsh Unlimited (formerly Canolfan Iaith Clwyd)	1	Sean Bibby & Tudor Jones		Until May 2022	Mr. Ioan Talfryn, Welsh Language Centre, Lenten Pool, Denbigh, LL16 Tel: 01745 812287 Email: ioan@popethcymraeg.com
Post 16 Partnership Group with Coleg Cambria	2 plus 1 officer	Cabinet Member for Education: Ian Roberts & Tony Sharps	Yes	Until May 2022	Kim Brookes, Business Support Manager, Education & Youth, County Hall, Mold Tel: 01352 704025 Email: kim.brookes@flintshire.gov.uk
Public Services Board	1	Leader: Aaron Shotton	Yes	Until May 2022	Karen Armstrong, Policy & Performance Manager, Corporate Services, County Hall, Mold, Flintshire Tel: 01352 702470 Email: karen.armstong@flintshire.gov.uk
Quarry Liaison Groups (Including Landfill Liaison Groups and Padeswood Cement Works Liaison Group)		Local and adjoining ward Members as appropriate		Until May 2022	Gary Nancarrow, Manager Minerals & Waste Planning Planning Services, Planning and Environment, Flintshire County Council, County Hall, Mold. Tel: 01352 703275 Email: gary.nancarrow@flintshire.gov.uk
Reserve Forces & Cadets' Association for Wales	1	Andy Dunbobbin (Flintshire Armed Forces Champion)		Until May 2022	Jody Buttle, Head of Communications, Reserve Forces & Cadets Ass For Wales, Centre Block, Maindy Barracks, Cardiff ,CF14 3YE. Tel: 02920 375735 Email: wa-comms@rfca.mod.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
SACRE	8	Chris Bithell, Colin Legg, Adele Davies-Cooke, David Mackie, Ian Roberts & Janet Axworthy VACANCY x 2	Yes	Until May 2022	Kim Brookes Flintshire County Council, County Hall, Mold. Tel: 01352 704025 Email: kim.brookes@flintshire.gov.uk
School Budget Forum	2	Leader: Aaron Shotton & Cabinet Member for Education: Ian Roberts	Yes	Until May 2022	Janet Kelly, Overview & Scrutiny, Flintshire County Council, County Hall, Mold Tel: 01352 702301 Email:janet.kelly@flintshire.gov.uk
Shotton Community Association	2	Ron Davies & David Evans		Until May 2022	Cllr. Elwyn Roy Jones Chairman, 1 Beaconsfield Road, Shotton, Deeside, Flintshire, CH5 1EZ Tel: 01244 822107 / 07900291153 Email: joneselwyn@btinternet.com
Talacre Warren and Gronant Dunes Consultative Board	2	Local Members: Sian Braun & Glyn Banks		Until May 2022	Mr Tom Woodall Countryside Services, Flintshire County Council, Wepre Park, Connah's Quay, Flintshire Tel: 01352 703902 Email:tom.woodall@flintshire.gov.uk
Theatr Clwyd Board of Governors	9	Veronica Gay, David Mackie, Marion Bateman, Chris Bithell, Derek Butler, David Evans, Brian Lloyd, Glyn Banks & VACANCY X 1	Yes	Until May 2022	Melanie Jones Theatr Clwyd Tel: 01352 701566 Email:Melanie.Jones@flintshire.gov.uk

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
Valuation Tribunal for Wales North Wales Region – Joint Appointing Panel (Flintshire) Area	1	Dave Hughes		Until May 2022	Gillian Kind, Clerical Officer, North Wales Region, Government Buildings Block A (L1) Sarn Mynach Llandudno Junction LL31 9RZ Tel: 03000 625350 Email:vtwalesnorth@vtw.gsi.gov.uk
Wales Council of the Blind	1	Paul Cunningham		Until May 2022	Rebecca Phillips External Engagement Officer Wales Council of the Blind 2nd Floor Hallinans House 22 Newport Road Cardiff CF24 0DB Tel: 02920 473954 Email: bec@wcb-ccd.org.uk
Welsh Books Council	1	Cabinet Member for Education: Ian Roberts	Yes	Until May 2022	Mr. Elwyn Jones, Chief Executive, Welsh Books Council, Castell Brychan, Aberystwyth, Ceredigion, SY23 2JB Tel: 01970 624151 Email:castellbrychan@cllc.org.uk
Welsh Border Community Transport	1	Veronica Gay		Until May 2022	Mr. Gary Feather, Welsh Border Community Transport, Town Council Building, The Cross, Mold Road, Buckley, Flintshire, CH7 2JB Tel: 01244 544474 Email:welshborderct@aol.com

OUTSIDE BODY	NO. OF SEATS	COUNCILLOR REPRESENTATIVES	CABINET MEMBER	TERM OF OFFICE	CONTACT DETAILS
WLGA Executive Board	1	Leader: Aaron Shotton	Yes	Until May 2022	Susan Perkins Welsh Local Government Association Local Government House, 10 Drake Walk, Cardiff, CF10 4LG Tel: 029 2048 8600 Email: susan.perkins@wlga.gov.uk
WLGA Council	4	Leader: Aaron Shotton, Deputy Leader: Bernie Attridge, Leader of the Independent Group: Tony Sharps and Michelle Perfect	Yes	Until May 2022	Susan Perkins Welsh Local Government Association Local Government House, 10 Drake Walk, Cardiff, CF10 4LG Tel: 029 2048 8600 Email: susan.perkins@wlga.gov.uk

Outside bodies which have been disbanded or to which we no longer nominate Member representatives
The Alliance (formerly Alliance for Regional Aid)
Cadwyn Clwyd
Coed Llai Sport and Social Club
Coleg Cambria Corporation
Deeside Community Arts
Environment Protection Advisory Committee for Wales
Flintshire Community Safety Executive
Flintshire Furniture Recycling
Flintshire Rural Partnership
Flintshire Sports Council
Greenfield Valley Trust Ltd
Health, Social Care and Well-being Partnership Board
Heather & Hillforts
Mold Town Partnership Executive Committee

North East Wales Homes
North Wales Economic Forum
North Wales Waste Planning Member Group
Tourism Partnership North Wales
Wales Home Safety Council
Welsh Joint Education Committee
Voluntary Council for Wales
Taith Consortium

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