

Public Document Pack

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Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



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To: All Members of the Council

20 July 2022

Dear Sir/Madam

NOTICE OF HYBRID MEETING
FLINTSHIRE COUNTY COUNCIL
TUESDAY, 26TH JULY, 2022 at 2.00 PM

Yours faithfully

Steven Goodrum
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Council Chamber, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

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

A G E N D A

1 APOLOGIES FOR ABSENCE

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 46)

Purpose: To approve as a correct record the minutes of the meeting held on 15 February, 24 February and 24 May 2022.

4 CHAIR'S COMMUNICATIONS

Purpose: To receive the communications as circulated.

5 PETITIONS

Purpose: This is an opportunity for Members of Council to submit petitions on behalf of people in their ward. Once received, petitions are passed to the appropriate Chief Officer for action and response.

PRINCIPAL ITEMS OF BUSINESS

6 COUNCIL PLAN 2022-23 (Pages 47 - 138)

Report of Chief Executive - Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure

Purpose: To adopt the Council Plan 2022/23 Part 1 and to approve Part 2.

7 POLITICAL BALANCE (Pages 139 - 144)

Report of Chief Officer (Governance) -

Purpose: To update the Political Balance Calculations.

ORDINARY ITEMS OF BUSINESS

8 NOTICE OF MOTION (Pages 145 - 158)

Purpose: This item is to receive any Notices of Motion. One has been received and is attached.

FOR INFORMATION

9 QUESTIONS

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

Councillor Bernie Attridge - (1) Capital costs for Theatr Clwyd
(2) Homeless hub in Queensferry; and (3) Staff return to office.

10 PUBLIC QUESTION TIME

Purpose: This item is to receive any Public Questions: none were received by the deadline.

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

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FLINTSHIRE COUNTY COUNCIL
15 FEBRUARY 2022

Minutes of the meeting of Flintshire County Council held as a remote attendance meeting on Tuesday, 15 February 2022

PRESENT: Councillor Joe Johnson (Chairman)

Councillors: Bernie Attridge, Janet Axworthy, Glyn Banks, Haydn Bateman, Marion Bateman, Sean Bibby, Chris Bithell, Sian Braun, Helen Brown, Derek Butler, Clive Carver, Geoff Collett, Bob Connah, Paul Cunningham, 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, Cindy Hinds, Andy Hughes, Dave Hughes, Ray Hughes, Alasdair Ibbotson, Paul Johnson, Rita Johnson, Christine Jones, Richard Jones, Tudor Jones, Colin Legg, Brian Lloyd, Richard Lloyd, Mike Lowe, Dave Mackie, Hilary McGuill, Ted Palmer, Mike Peers, Michelle Perfect, Vicky Perfect, Neville Phillips, Ian Roberts, Tim Roberts, Kevin Rush, Tony Sharps, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Owen Thomas, Martin White, Andy Williams, David Wisinger and Arnold Woolley

APOLOGIES:

Councillors: Mike Allport, Jean Davies, Patrick Heesom and Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Education and Youth), Chief Officer (Planning, Environment and Economy), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Revenues Manager; Strategic Finance Manager - Financial Strategy and Insurance, Corporate Manager (People and Organisational Development); Democratic Services Team Leader and Democratic Services Officers

87. DECLARATIONS OF INTEREST

Councillor Chris Bithell declared a personal interest on the Council Fund Revenue Budget 2022/23 – Final Closing Stage (agenda item 4) and North Wales Population Needs Assessment and Market Stability Report (agenda item 9) as a Board Member and Trustee of DASU.

Councillors Bernie Attridge, Chris Bithell and Ted Palmer declared a personal interest on the Council Fund Revenue Budget 2022/23 – Final Closing Stage (agenda item 4) as they each had family members who were employed by the Social Care sector within Flintshire County Council.

Councillors Andy Dunbobbin, Chris Bithell and Arnold Woolley declared a personal interest on the Council Tax Setting for 2022/23 (agenda item 5). Councillor Dunbobbin in his capacity as Police and Crime Commissioner and Councillors Bithell and Woolley as Members of the North Wales Police and Crime Panel, as the report detailed the precept for North Wales Police.

Councillors Ted Palmer and Martin White declared a personal interest on the Housing Revenue Account 30 year Financial Business Plan (agenda item 6) as Council house tenants.

88. PETITIONS

None were received.

89. COUNCIL FUND REVENUE BUDGET 2022/23 - FINAL CLOSING STAGE

The Chief Executive introduced a report to receive the recommendations from Cabinet for the Council to set a legal and balanced Council Fund Revenue Budget for 2022/23.

The Chief Executive, Corporate Finance Manager, Strategic Finance Manager and Revenues Manager gave a presentation covering the following:

- Setting a legal and balanced budget
- The Journey so far...
- Changes to the Additional Budget Requirement 2022/23
- Budget Solutions 2022/23
- Council Tax 2022/23
- Schools and Social Care Budgets
- Open risks
- Reserves
- Professional opinions and concluding remarks
- Looking ahead and the Medium Term Financial Strategy (MTFS)

The Council had received full reports on previous stages of the budget setting process for 2022/23 and previous reports and appendices had been provided as background information. Cabinet had sent a revised minimum budget requirement for 2022/23 of £20.696m at its meeting on 14 December and received an update on the key headlines and financial impacts of the Welsh Local Government Provisional Settlement at its meeting on 18 January 2022.

In previous years, the Council had set a clear direction that any annual increase should be 5% or less. The Council had had to include a number of additional pressures to provide for the new responsibilities identified in the Welsh Local Government Provisional Settlement which had increased the budget requirement. Based on the final additional budget requirement of £30.562m an overall annual increase of 3.3% is required on Council tax for Council Services and 0.65% for additional contributions to North Wales Fire and Rescue Service, Regional Coroners Service and Regional Education Consortium GwE. This equated to an overall uplift of 3.95%.

The recommendations for Council were moved by the Leader of the Council and Cabinet Member for Education, Councillor Ian Roberts, who thanked the Chief Executive and officers for their work throughout the budget setting process. He also thanked the National Government and Welsh Government (WG) for the settlement provided but said that there was a need to recognise that the Council had been particularly dependent on the COVID Reserve with a number of claims having been made to WG. He assured Members that the

budget proposals had been robustly challenged by all Cabinet Members, with particular emphasis around Earmarked Reserves, and reported that Members continued to make representations on the need to review the funding formula for Local Government through the Welsh Local Government Association (WLGA). He said he was fully aware of the proposed rise in Council Tax at a time when energy costs and National Insurance contributions were rising, and applauded WG's ambition to move towards a real living wage, but outlined the challenges that would face the future Council administration if the Council Tax level was to be reduced or the use of reserves was proposed. He therefore moved the following recommendations: -

- (a) That Council approves the revised additional budget requirement for 2022/23;
- (b) That Council approves the final proposals for the corporate efficiencies which would contribute to the budget;
- (c) That Council sets a legal and balanced budget based on the calculations as set out within the Cabinet report;
- (d) That Council notes the open risks which remain to be managed in the 2022/23 financial year;
- (e) That Council approve an overall annual increase in Council Tax for 2022/23 of 3.3% for Council Services and 0.65% for contributions to North Wales Fire and Rescue Service, Regional Coroners Service and Regional Education Consortium GwE – an overall uplift of 3.95%;
- (f) That Council approves an additional £3.250m be transferred from the Contingency Reserve to the Emergency Reserve to safeguard against the ongoing financial risks of the pandemic in 2022/23;
- (g) That Council approves the formal Council Tax resolution following notification of the precepts of the Police and Crime Commissioner and all town and community Councils within Flintshire; and
- (h) That Council notes the medium-term forecast as a basis for the next revision of the Medium-Term Financial Strategy (MTFS).

As Cabinet Member for Finance & Social Value, Councillor Paul Johnson seconded the proposal and supported the comments made by the Leader of the Council. He commented on the 3 year settlement from WG and the funding available in subsequent years and the significant uplift required for future budgets. He spoke of the budget planning process which had been significantly difficult given the cost of living crisis, COVID financial support coming to an end, the increase in National Insurance contributions, fuel and energy costs rising and the predicted rise in inflation. He reported that the amount of reserves had been scrutinised carefully and explained that Audit Wales had recommended that the current levels were prudent in managing reserves going forward.

Councillor Tudor Jones thanked officers for the presentation and report provided. He commented on the cessation of the WG Hardship Fund and

welcomed the Council proposal to continue to provide financial support to Services provided under Community Asset Transfers which he said were vital for the County.

Councillor Tony Sharps spoke in support of the proposal and thanked officers for their work, particularly the work carried out during the pandemic. He spoke against the banding of Council Tax which he felt was an unfair system and should be reviewed by Local Authorities to ensure a different system of collecting taxes in a fair and equitable way from local people was implemented. He also commented on the level of reserves and said that the Administration in place following the Local Government Elections in May would need to consider carefully the level of reserves given that Audit Wales had reported that the Council had one of the lowest reserve levels in Wales.

Councillor Richard Jones moved an amendment to the final closing stages of the revenue budget and thanked the officers for the presentation together with the Chair and previous speakers. He said that this year's budget requirement was £326.678m, which was made up of Aggregate External Finance (AEF) and the balancing value of Council Tax which meant that £94.5m or 29% of the total budget would be collected from Flintshire tax payers. In comparison, in 2014/15 Council Tax was £60m at 24% of total budget and in 2017/18 levels Council tax was £70m at 26% of total budget. This was an increase of £25m over the 5 year administration period and he felt that this level could not continue and that WG must start to provide their fair share and stop putting financial pressure on local residents. He advised that his amendment would result in a Council Tax increase proposal of £1.95% as follows: -

- (a) That £910,000 be transferred from the Earmarked Reserves to the revenue account in the following way –
 - Propose the transfer of £757,000 from the General Reserve – Investment in Organisational Change budget and £153,000 from the Single Status / Workforce budget. This would provide 1% towards Council Tax therefore reducing the amount to 2.95%. Any Organisational Change proposals made during 2023/24 would need to be considered during the year to assess affordability;
- (b) Additionally, that £910,000 be transferred from Contingency Reserves to the revenue account in the following way –
 - Propose that this transfer to the Emergency Fund be lowered to £2.34m, providing much needed funds to the revenue account.

The two proposals taken together would transfer £1.82m into the revenue account, lowering the Council Tax increase to 1.95%. Councillor Richard Jones felt that this would have very little effect on the running of the Council and would have a minimum effect on risk to finances and that lowering the burden on Flintshire tax payer's outweighed perceived increases in risks.

Councillor Mike Peers seconded the amendment outlined by Councillor Jones. He commented on previous high Council tax increases following low settlements from WG and said that it was clear the shortfall in funding from WG was being made by up by the tax payers of Flintshire. He said that the cost of living was being faced by all Council tax payers irrespective of proposals being

put forward by WG to try and ease the cost of living and said that the proposal put forward by Councillor Jones would benefit all tax payers in Flintshire.

The Chief Executive and Corporate Finance Manager responded to the amendment outlined by Councillor Jones. The Chief Executive advised that there needed to be financial resilience in the Council, and this would not be possible by reducing the Council tax to levels suggested in the amendment. The Corporate Finance Manager said that the fundamental principle was that it was not sustainable to use reserves to meet the costs of recurring spends. Reserves could only be used for one year and therefore would create a funding gap the following year. For a number of years there was a cycle of using reserves to bridge the budget gap and reserves were having to be replaced the following year to ensure sustainable budgets. Members also needed to consider that the settlement proposed for 2023/24 left a budget gap which was likely to rise and would increase the financial risk significantly to the Council. On the proposal to reduce the £4.7m hardship fund, detailed consideration had been given and a risk assessment carried out on all current claims to ensure the levels were prudent. The Corporate Finance Manager advised that he would not be supportive of the amendment.

Councillor Chris Dolphin spoke against the amendment. Whilst he agreed that improved settlements were required from WG, and paid tribute to the late Councillor Kevin Hughes on leading the lobbying of WG for better settlements, he felt that reserves should be safeguarded and thanked officers for their professional and sound advice.

Councillor Dave Healey spoke against the amendment, highlighting climate change and the need for reserves to be used to deal with any adverse weather. Councillor Carolyn Thomas also spoke against the amendment and supported the comments made by Councillor Healey. She said that in her role as a Member of the Senedd, she had asked for the funding formula to be reviewed and for additional funding to be provided for highway maintenance. She reported that a £150 cost of living support would be provided to all households within Council tax band a-d and those households who are part of the Council tax reduction scheme. WG were currently working with Local Authorities on how the scheme would operate with payments being made available as soon as possible.

The Leader of the Council said that the hole in the argument put forward for the amendment by Councillor Jones was that the use of reserves was one off money and therefore could not be used again next year. Following the Local Government elections in May, the next Council administration would immediately face a £2m funding gap and he felt this was irresponsible. He re-iterated the comments made by the Corporate Finance Manager and hoped the Council would not vote to support the amendment.

Councillor Carol Ellis spoke in support of the amendment. She raised concerns that many Members had not been involved in the budget setting process and not been consulted on proposals. She referred to the funding settlement from WG and commented on the low settlement provided. She welcomed the cost of living support provided by WG but said that many people living in poverty were not in receipt of benefits and relied on foodbanks. She did not feel that it was fair for residents in Flintshire to make up the funding gap from

WG year on year. Councillor Helen Brown also spoke in support of the amendment and the comments made by Councillor Ellis. She commented on the work she had undertaken as a volunteer over the past 2 years and the overwhelming support needed for people all across Flintshire who were struggling with the cost of living. She sought Members support in accepting the amendment to help reduce the burden on all residents.

Councillor Aaron Shotton thanked all officers and Cabinet Members for their work on the budget and presentation. He spoke against the amendment and said that there was a clear message within the report, particularly around pay awards which was a considerable risk, particularly as the current proposed public sector pay was considerably below inflation and could be expected to rise in final negotiations. He referred to the comments made by the Corporate Finance Manager around ending the cycle of utilising reserves and said that reserves had previously been used during times of austerity to protect services which had been removed in neighbouring authorities and had not been re-instated. He felt that the amendment would increase the Council's cost and would put Council services at risk.

Councillor Richard Jones in summing up, said that he had been accused of utilising reserves but he explained that the amendment would see the contingency reserves remain the same level with funds being taken out of earmarked reserves. He said that his amendments utilised small amounts of funding and that it was not irresponsible to reduce the Council tax burden. He outlined the decisions made by WG which had funding implications on the Council, such as the increase in Teacher's pay and the implementation of the real living wage, where additional funding from WG should have been provided. He said that this year would see residents facing one of the most difficult financial years and therefore the Council should be setting a Council tax at the most affordable level possible.

A recorded vote was requested, and the requisite number of Members outlined their support for this. On being put to the vote the amendment was lost.

For the amendment: -

Councillors: Bernie Attridge, Haydn Bateman, Sian Braun, Helen Brown, Clive Carver, Bob Connah, Rob Davies, Adele Davies-Cooke, Rosetta Dolphin, Carol Ellis, Veronica Gay, George Hardcastle, Richard Jones, Brian Lloyd, Dave Mackie, Mike Peers, Ralph Small, Owen Thomas and Arnold Woolley.

Against the amendment: -

Councillors: Janet Axworthy, Glyn Banks, Sean Bibby, Chris Bithell, Derek Butler, Geoff Collett, Paul Cunningham, Ron Davies, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Mared Eastwood, David Evans, David Healey, Gladys Healey, Cindy Hinds, Andy Hughes, Dave Hughes, Ray Hughes, Alistair Ibbertson, Joe Johnson, Paul Johnson, Christine Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Hilary McGill, Ted Palmer, Michelle Perfect, Vicky Perfect, Neville Philips, Ian Roberts, Kevin Rush, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Carolyn Thomas, Martin White and David Wisinger.

Abstentions: -

Councillors: Marion Bateman, Colin Legg and Tim Roberts.

The amendment was lost and therefore the proposal as moved and seconded by the Leader of the Council, Councillor Ian Roberts and the Cabinet Member for Finance & Social Value, Councillor Paul Johnson became the substantive motion.

The Chief Officer (Governance) advised Members that they may wish to keep their vote, and therefore if a Member voted for the amendment that they would be voting against the original proposal.

Councillor Haydn Bateman indicated that he wanted to amend his vote and therefore would now be voting for the proposal.

Having been moved and seconded, the following recommendations were put to the vote and carried.

- (1) That Council notes and approves the revised budget requirement for 2021/22;
- (2) That Council approves the final proposals for the corporate efficiencies which will contribute to the budget;
- (3) That Council approves a legal and balanced budget based on the calculations as set out in the report;
- (4) That Council notes the open risks which remain to be managed in the course of 2021/22;
- (5) That Council approves an annual increase in Council Tax for 2021/22 of 3.95%; and
- (6) That Council notes the medium-term forecast as a basis for the next revision of the Medium-Term Financial Strategy (MTFS).

RESOLVED:

- (a) That the recommendations of Cabinet, as detailed above, for balancing the budget for 2022/23 be approved; and
- (b) That the level of Council Tax for 2022/23 as recommended by Cabinet be approved.

90. COUNCIL TAX SETTING FOR 2022/23

The Revenues Manager introduced the report to formally set the Council Tax charges and associated statutory resolutions for 2022/23 as part of the wider budget strategy on the basis of the decision taken on the previous item. Members were asked to endorse the continuation of the Council Tax Premium scheme and the practice for designated officers to lead on legal proceedings on behalf of the Council.

As mentioned in the previous item, three separate precepts made up the overall level of Council Tax charges against each property. The 3.95% increase in the Council's element met expectations of affordability and would, along with central government funding and Revenue Support Grant, help to protect front-line services and maintain the scale and complexity of demand for services. The overall amount raised by Council Tax consisted of the County Council's total precept of £94,503,918; the North Wales Police & Crime Commissioner's total precept of £20,653,459; and the collective precept of £3,195,763 across 34 Town and Community Councils.

The recommendations were moved by Councillor Ian Roberts and seconded by Councillor Paul Johnson.

Councillor Mike Peers sought advice from the Chief Officer (Governance). He commented on Members who had voted against the Council tax increase as part of the recommendations in the previous item and asked whether their vote would carry over for this item. The Chief Officer (Governance) suggested that Members may wish to keep their vote, and therefore if a Member voted for the proposal in the previous item, they would be voting against the recommendations contained within the report.

Councillor Marion Bateman indicated that she wanted to amend her vote and therefore would now be voting for the proposal.

Having been moved and seconded, the recommendations were put to the vote and carried.

RESOLVED:

- (a) That the 2022-23 Council Tax be set as detailed in Appendix 1 to the report;
- (b) That the continuation of the policy of not providing a discount in the level of 2022/23 Council Tax charges for second homes and long-term empty homes be endorsed. Also, where exceptions do not apply, to charge the Council Tax Premium rate of 50% above the standard rate of Council Tax for second homes and long-term empty dwellings; and
- (c) That approval be given for designated officers to issue legal proceedings and appear on behalf of the Council in the Magistrates' Court for unpaid taxes.

91. HOUSING REVENUE ACCOUNT (HRA) 30 YEAR FINANCIAL BUSINESS PLAN

The Chief Executive introduced a report to approve the proposed Housing Revenue Account (HRA) Revenue and Capital budget for 2022/23, the HRA Business Plan and the summary 30-year Financial Business Plan as recommended by Cabinet. The Chief Executive and Strategic Finance Manager (Corporate Finance) gave a presentation covering:

- Welsh Government (WG) Rent Policy

- Proposed Rent Uplift 2022/23
- Welsh Government - Wider Rental Agreement
- Service Charges
- Other Income
- Invest to Save Proposal
- Proposed Pressures and Efficiencies
- Reserves
- HRA Business Plan 2022/23
- HRA Capital Investment
- Capital Programme
- Development of the revised Welsh Housing Quality Standards (WHQS)
- Capital Programme 2022/23
- HRA Capital Funding 2022/23

The proposed rent increase met requirements of the WG Rent Policy to consider affordability and value for money for tenants. In 2020/21 it was agreed to delay the final phased increase in service charges, with a view to protecting tenants who may be experiencing financial difficulty as a result of Covid-19. It was proposed that these increases be frozen again in 2022/23 due to the ongoing impact of the pandemic. It was proposed that further work would be undertaken to ensure services provided were of a high standard, represented value for money and that the true costs reflected in the service charges calculations.

The recommendation was moved by Councillor Dave Hughes and seconded by Councillor Ian Dunbar. Councillor Dunbar spoke in support of the Capital Programme which indicated that four schemes were due to start on site immediately which would provide an additional 77 properties to the housing stock.

Councillor Ian Smith spoke in support of the proposed rent increase which he felt was not too high and tenants would welcome given the high rise in the cost of living and energy costs.

Having been moved and seconded, the recommendation was put to the vote and carried.

RESOLVED:

That the Housing Revenue Account budget for 2022/23 as set out in the appendices be supported and approved.

92. TREASURY MANAGEMENT STRATEGY 2022/23

The Corporate Finance Manager presented the draft Treasury Management Strategy for 2022/23, shown at Appendix 1, in conjunction with:

- Draft Treasury Management Policy Statement 2022 to 2025, shown at Appendix 2; and

- Draft Treasury Management Practices and Schedules 2022 to 2025, shown at Appendix 3 and 4.

The main body of the 2022/23 Strategy had not changed significantly from that of the 2021/22 Strategy. Matters that merited the attention of Members were outlined in section 1.08 of the Cabinet report. The counterparty limits for local authorities and other government entities for banks and building societies had been increased to £3m. This was considered necessary due to the higher levels of surplus cash held by the Council resulting from the receipt of additional Covid-19 funding in 2020/21 and 2021/22.

The Corporate Finance Manager reported that no significant changes had been made to the Strategy, Policy, Practices and Schedules and no specific issues had been raised following consultation with the Governance and Audit Committee and Cabinet.

The recommendations were moved by Councillor Paul Johnson and seconded by Councillor Chris Dolphin.

RESOLVED:

- That the Treasury Management Strategy for 2022/23 be approved;
- That the Treasury Management Policy Statement 2022 to 2025 be approved; and
- That the Treasury Management Practices and Schedules 2022 to 2025 be approved.

93. MINIMUM REVENUE PROVISION - 2022/23 POLICY

The Corporate Finance Manager introduced the report to approve the annual policy for the Minimum Revenue Provision for the prudent repayment of debt. He confirmed that there were no changes to the recommendations made by Cabinet.

The recommendations were moved by Councillor Paul Johnson and seconded by Councillor Chris Dolphin.

RESOLVED:

- That the following be approved for Council Fund (CF): -
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2022/23 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2017. The calculation will be the 'annuity' method over 49 years.
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in 2022/23 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'annuity' method over an

appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.

- Option 3 (Asset Life Method) be used for the calculation of the MRP in 2022/23 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements. The calculation will be the ‘annuity’ method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.
- (b) That the following be approved for Housing Revenue Account (HRA): -
- Option 3 (Asset Life Method) be used for the calculation of the HRA’s MRP in 2022/23 for the balance of outstanding capital expenditure funded from debt fixed as at 31st March 2021. The calculation will be the ‘annuity’ method over 49 years.
 - Option 3 (Asset Life Method) be used for the calculation of the HRA’s MRP in 2022/23 for all capital expenditure funded from debt from 1st April 2021 onwards. The calculation will be the ‘annuity’ method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.
- (c) Members approve that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows: -
- No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use.
 - Once the assets are brought into use, capital (loan) repayments will be made by NEW Homes. The Council’s MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt. The capital repayment / capital receipt will be set aside to repay debt and is the Council’s MRP policy for repaying the loan.

94. NORTH WALES POPULATION NEEDS ASSESSMENT AND MARKET STABILITY REPORT

The Chief Officer (Social Services) introduced the report to provide an overview of the North Wales Population Needs Assessment 2022 which had been produced as a requirement of the Social Services and Well-being (Wales) Act 2014.

The North Wales Population Needs Assessment was a statutory requirement and was an assessment of the care and support needs of the population and the support needs of carers throughout North Wales. The reports development was led by the North Wales Social Care and Well-being services improvement collaborative with information from the six North Wales Councils

and the Health Board. The report must be approved by all partners prior to being published on 1 April 2022.

The Regional Market Stability report which followed on from the Population Needs Assessment and provided an assessment of the sufficiency of care and support in meeting the needs and demand for social care must also be published in June 2022. Together, both documents should help to provide those commissioning care and support with a comprehensive understanding of the current and projected demand and supply. The next phase of the project would involve using the Population needs assessment to develop an area plan for the region which was to be developed and published in 2023.

In moving and seconding the recommendations, both Councillor Christine Jones and Councillor Hilary McGuill spoke in support of the comprehensive report and thanked both Emma Murphy and Katrina Shankar for their work in collating the information.

Councillor Chris Bithell paid tribute to the officers who had contributed to the report and commented on the number of responses received from Flintshire residents, staff and partner organisations which was welcoming. He also commented on the future population trajectories which he felt would be challenging and the implications for future funding to provide social care services for an ageing population.

The Chief Officer (Social Services) thanked Members for the comments and said that he would pass on the thanks of Members to the officers. He agreed with the concerns from Councillor Bithell around an ageing population and explained that documents like the one presented allows for the Council to prepare for the development of extra care housing and in-house care provision for older people.

Having been moved and seconded, the recommendations were put to the vote and carried.

RESOLVED:

- (a) That the North Wales Population Needs Assessment be supported; and
- (b) That the process for the approval of the Regional Market Stability Report, as outlined in the report, be approved.

95. PUBLIC QUESTION TIME

None were received.

96. QUESTIONS

None were received.

97. NOTICE OF MOTION

None were received.

98. MEMBERS OF THE PRESS IN ATTENDANCE

There were no members of the press in attendance.

(The meeting started at 2pm and ended at 4.30pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL
24th FEBRUARY 2022

Minutes of the meeting of Flintshire County Council held as a remote attendance meeting on Thursday, 24th February 2022.

PRESENT: Councillor Joe Johnson (Chair)

Councillors: Mike Allport, Bernie Attridge, Janet Axworthy, Glyn Banks, Haydn Bateman, Marion Bateman, Sean Bibby, Chris Bithell, Helen Brown, Derek Butler, Clive Carver, Geoff Collett, Bob Connah, Paul Cunningham, Robert Davies, Ron Davies, Chris Dolphin, Rosetta Dolphin, Ian Dunbar, Mared Eastwood, Carol Ellis, David Evans, Veronica Gay, George Hardcastle, David Healey, Gladys Healey, Cindy Hinds, Patrick Heesom, Dave Hughes, Dennis Hutchinson, Alasdair Ibbotson, Paul Johnson, Rita Johnson, Christine Jones, Richard Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Dave Mackie, Hilary McGuill, Ted Palmer, Mike Peers, Michelle Perfect, Vicky Perfect, Neville Phillips, Ian Roberts, Tim Roberts, Kevin Rush, Tony Sharps, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Martin White, David Wisinger and Arnold Woolley.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment and Economy), Chief Officer (Streetscene and Transportation), Corporate Manager, People and Organisational Development, Climate Change and Carbon Reduction Programme Manager, Democratic Services Team Leader and Democratic Services Officers.

APOLOGIES FOR ABSENCE:

Councillors: Jean Davies, Adele Davies-Cooke, Andy Dunbobbins and Colin Legg

87. DECLARATIONS OF INTEREST

The following Members declared a personal interest on the Pay Policy Statement for 2022/23 (agenda item 11) due to closely associated people employed by the Council:

Councillors Chris Bithell, Hilary McGuill, Ian Smith, Carolyn Thomas, Ted Palmer, Neville Phillips, Kevin Rush, Dave Hughes, Paul Shotton, Ian Dunbar, Ralph Small and Bernie Attridge.

88 **MINUTES**

The minutes of the meeting held on 25th January 2022 were submitted.

Councillor Ian Dunbar moved them as a correct record and was seconded by Councillor Chris Bithell.

RESOLVED:

That the minutes be approved as a correct record.

89. **CHAIR'S COMMUNICATIONS**

The Chair confirmed that his communications had been emailed to all Members and provided a brief overview of the engagements he had carried out since the last meeting.

The Chair then sent his best wishes to the people of Ukraine and hoped a peaceful solution could be achieved.

He also thanked his Councillor colleagues who would not be standing at the May Election for their service over the years on the Council.

90. **PETITIONS**

None were submitted.

91. **CLIMATE CHANGE STRATEGY**

The Chief Officer (Planning Environment & Economy) presented the report together with the Climate Change and Carbon Reduction Programme Manager

In presenting the Climate Change Strategy it was explained that the Welsh Government (WG) declared a climate emergency in 2019 and called for the Public Sector to become carbon neutral by 2030. The Cabinet resolved in December 2019 to resource the appointment of the Programme Manager to develop the Climate Change Strategy which would set key aims and actions for creating a carbon neutral Council by 2030.

The presentation included detailed information on the following: -

- Context
- Achievements so far
- Development of the Strategy – baseline
- Impacts from the Covid-19 Pandemic
- Development of the Strategy – Engagement

- The Strategy set out to achieve net zero carbon by 2030
- Climate Change Strategy
- Action Plan to Net Zero Carbon- behaviour
- Timeline to 2030

The Chief Officer (Planning Economy and Environment) paid tribute to the Programme Manager who, having joined the Council in June 2021, had undertaken an enormous amount of work with the Member working group to enable the Strategy to be presented today. The work already undertaken to reduce the Council's carbon footprint over the last 8 years was included in the Strategy.

The Leader of the Council thanked the Programme Manager for her contribution so far to the Council's Strategy and the Chief Officer (Planning Environment & Economy). He also paid tribute to Councillor Carolyn Thomas who had been instrumental in developing much of the initiatives. He thanked Flintshire residents whose small changes in behaviour such as using public transport and recycling as much as possible were making a difference. Most residents had risen to the challenge, and he thanked them for their support. Referring to the WG call for Public Sectors to become carbon neutral he explained that Cabinet had taken a variety of decisions to enable the Council to reach the 2030 deadline. Children were very interested in carbon neutrality and carbon reduction issues, and he felt that following the commencement of the new Council, consideration should be given to creating a Children and Students Consultative Panel to discuss these issues. He moved the recommendation.

Councillor Sean Bibby spoke as Chair of the Climate Change Programme Board and paid tribute to the work undertaken by the Programme Manager and Chief Officer to formulate the Strategy. In seconding the recommendation, he thanked his fellow Members of the Climate Change Programme Board for their challenges and contributions.

In response to questions from Councillor Richard Jones on the cost implications, the Programme Manager confirmed it was difficult to provide financial information as the projects had to be scoped further. Business cases would be developed for each of the areas where investment was required with a clear understanding of the financial implications involved. The Chief Officer (Planning Environment & Economy) added that it was too early to predict at present but reassured Councillor Jones that the investment business cases would be presented to Council. The costs of new technologies which were required to achieve carbon neutrality were unknown at present.

The Chief Executive provided information on a number of WG initiatives which were being discussed, such as the decarbonisation of housing components and the development of carbon neutral schools. There were also several decarbonisation pilots taking place. Some of the new technologies required were still in the developmental stage which was an issue for WG and the Council. He understood the concerns raised by Councillor Jones but provided reassurance that the business cases would be brought back to Council for consideration once the information was available. Councillor Jones re-iterated his concerns in agreeing to the Strategy without any indication of the costs involved.

Councillor Ian Smith welcomed the report saying the impacts of climate change were being felt everywhere and he referred to initiatives at Wepre Park.

As Cabinet Member for Planning and Public Protection, Councillor Chris Bithell welcomed the report which celebrated the Council's range of achievements to date and set out the Strategy going forward to meet the net zero goal set by WG by 2030. He said that this was a joint effort requiring every person to play their role in reducing carbon emissions and that the County should be proud of how its residents had contributed, especially regarding recycling. The Programme Manager was visiting town councils spreading the message and encouraging them to support the fight against climate change. He thanked the Chief Officer, the Programme Manager, and the team for their work on this.

Councillor Paul Shotton welcomed the positive report and asked for an update on the work that National Resource Wales (NRW) were undertaking on the prevention of flooding. In response the Chief Officer (Planning Environment and Economy) confirmed that there were ongoing discussions with NRW regarding responsibility for the maintenance of these assets. He referred to the impacts of Storm Kristof last year when there were five outbreaks and confirmed flood plans were developed for each of those areas. He reported on the work in Sandycroft to help prevent future flooding.

Councillor Dave Healey commended everyone who had enabled the Council to reach this point and said if the Council achieved net zero by 2030 it would only be responsible for 3% of carbon emissions. He said the theme behaviour brought everything together and strategies had to be developed to reach out to the whole of the county. He supported the Leader's suggestion of a "Children and Students Consultative Panel" and congratulated the residents of Flintshire for the way they had embraced the recycling policy.

Councillor Tudor Jones asked questions on emissions, tree planting, loss of trees and insulation of buildings. In response the Chief Officer (Planning Environment & Economy) provided clarification on the funding and long-term maintenance of trees at Wepre Park and data collected on trees lost to Ash Dieback

The Programme Manager provided an explanation of the different landscapes where carbon absorption could be identified. It was important to pin-point and map the different landscapes and habitat types that existed across the county to properly determine the carbon absorption figures. As this information was not available for all areas of Flintshire land, it had been included as an action within land use to map those areas to provide a better understanding. She went on to provide clarification on the reporting mechanism for emission factors to WG and the approach to future tree planting. Councillor Tudor Jones commented that this was a difficult task which needed to be addressed now to understand how successful this scheme had been.

Councillor Carolyn Thomas reported on the positive outcomes from a discussion with a resident on the recent solar panel installation at her property. She referred to works carried out in previous years across portfolios and to the funding obtained from WG for schools, HRA funding for low carbon housing, solar parks, installation of solar panels on properties together with the increased recycling rates

and LED lights. She felt this should be publicised more so that residents understood what the Council had achieved over the last 12 years and highlighted when more grant funding was been sought from WG.

Councillor Paul Johnson referred to the role of procurement in the Climate Change Strategy which was included as objective 3 and in the action sheet. It was vital that all aspects of the supply chain were identified and included and that procurement in the Social Value Strategy was developed. Procurement was one of the key areas in the Climate Change Strategy and he fully supported this moving forward.

Councillor Mike Peers supported the Climate Change Strategy moving forward but agreed with the comments made by Councillor Richard Jones that this would be funding dependant. He asked questions on the Green Energy Tariff, land set aside for tree planting, car charging points and public transport.

In response, the Chief Officer (Planning Environment & Environment) stated that this was a very complex issue with some of the technologies not available yet. Referring to tree planting, consideration was given to biodiversity, and he confirmed that community consultation would be carried out to ensure it was the right thing to do for that area. This ensured that the public were consulted, on board and supporting what was proposed in the Strategy. Referring to the points raised on public transport he agreed with the comments made saying it went beyond the scope for some of the things that could be provided but that this could hopefully influence a second bid for the improvement of services along that line.

As Cabinet Member for Economic Development, Councillor Derek Butler thanked Members for their contributions saying the Council's record and list of achievements were tangible and creditable. He added areas such as wetlands and reed beds brought another biodiversity and assisted with cleaner water. He referred to WG Public Sector Route Map to Decarbonisation Framework and said out of the five objectives the greatest was behaviour, starting with small steps. He praised the report which set out clear targets and he thanked the team presenting it today.

As Cabinet Member for Streetscene, Councillor Glyn Banks stated that there was a need for every single person in Flintshire to play their part, starting with small changes such as using the safer routes to schools instead of taking the cars and maximising household recycling.

Councillor Hilary McGuill backed the recommendations but highlighted the importance of actions being implemented. She said that careful consideration should be given prior to removing/replacing larger trees.

Councillor Alasdair Ibbotson said that it was a huge responsibility for the Council to be a leader in the local area and support decarbonisation projects in the private sector. This was a starting point with the financial implications and decisions to be determined at a later stage. This had to be a live document which was revisited and revised as 2030 approached. Referring to the last 30 years, he praised the actions taken by many young people in raising this issue which had led to the stance taken by WG.

Councillor Helen Brown asked whether the governance arrangements set out at point 23.2 should be re-worded to reflect any changes leading up to 2030. In response the Chief Officer (Planning Environment & Economy) said the wording was accurate in naming those who had led on the strategy at that point in time. Referring to Councillor Ibbotson's comments, the third recommendation highlighted that Climate Literacy training would be provided as a core element of the induction programme for all Members. In response to Councillor Thomas' point, the Chief Officer commented that this was covered in recommendation 4 and that the website would be developed to highlight what had been achieved in the past and set out the challenges for the future.

Councillor Ian Dunbar referred to the provision of electric charging points with Flintshire being one of the councils leading on this. He took the opportunity to commend the involvement of local people in the tree planting scheme at Wepre Park.

The recommendations were moved by Councillor Ian Roberts and seconded by Councillor Sean Bibby.

RESOLVED:

- (a) That progress made in delivering carbon reduction measures to date is acknowledged;
- (b) That the Climate Change Strategy for 2022 – 2030 and its aims therein be endorsed;
- (c) That a briefing for new Members following the election be arranged to highlight the work undertaken to date and the commitments of the Council moving forward, and that the Climate Change Strategy forms part of the Member Induction Programme; and
- (d) That the Council's website be updated to include the Climate Change Strategy.

92. DIVERSITY IN DEMOCRACY ACTION PLAN

In presenting the report the Chief Officer (Governance) provided an overview of the work undertaken in 2017 by the Welsh Local Government Association (WLGA) to understand how elected councillors reflected the demography of the areas they represented. This was adopted by County Council in July 2021.

The Chief Officer (Governance) reported on the workshops where this was debated, with Members supportive of the proposed action plan. Good practice already existed within political groups and the national parties to promote and increase diversity. The aim was to recognise that some sections of our population were under-represented on the Council and to look at the reasons for this and address any obstacles. This could result in a more diverse range of candidates on the ballot paper which provided greater choice for the electorate.

The action plan had been split into 11 work streams with each one aimed at increasing awareness of the role of becoming a councillor, the benefits and process of how to stand. Assurance was also included that training and support would be provided once elected. The Chief Officer (Governance) then referred to the profiling for International Women's Day on the 8th of March and provided information on the press release and profiles of female councillors to encourage more women to stand for election.

Feedback from the workshops and the Constitution & Democratic Services Committee had resulted in several Members commenting that this would have been helpful when they stood for election. An overview was provided of the actions undertaken and work required to produce that level of change with positive suggestions emerging from the workshops such as profiling councillors on international women's day. Another barrier was time off from work to attend meetings and discussions were being held with employers to address this and provide a better understanding of the role. It was also suggested that the information pack provided to Members at the election count should be reduced with more information subsequently provided at the induction sessions

The Chief Executive and Chief Officer (Governance) would shortly be holding online election awareness briefing sessions to answer questions, provide information and ensure the Diversity Action Plan succeeded.

Councillor Tony Sharps felt it was up to the political parties to provide candidates for elections.

Councillor Gladys Healey commented that if the support outlined in the report was provided it would be very beneficial to new Members and should be developed further.

The recommendations in the report were moved by Councillor Neville Phillips and seconded by Councillor Michelle Perfect.

RESOLVED:

That the Diversity in Democracy action plan be approved.

93. WLGA FAIR CAMPAIGNS PLEDGE

In presenting the report the Chief Officer (Governance) referenced the coarsening of political debate with the extreme cases resulting in fatal attacks on MPs, with physical abuse, abuse of property and social media abuse across all levels of government. To address this worsening situation, the Welsh Local Government Association (WLGA) had been promoting the Fair Campaigns Pledge "that candidates will campaign on the basis of issues and policies rather than the personalities of their political opponents". Flintshire was asking its Members to make the Fair Campaign Pledge and if this was supported, the Chief Officer and Chief Executive would be asking new candidates to take that Fair Campaign Pledge.

In calling upon the support of all Members, as the Leader of the Council, Councillor Ian Roberts moved the recommendations and encouraged all Group Leaders to pledge on behalf of their groups. He confirmed that he was one of the original signatories when this was presented to the WLGA Executive with all Council Leaders in Wales signing the Pledge. Whilst he did not have an issue with robust public debate about the issues, he said that this should not include personalities and abuse which demeaned the whole democratic process. In referring to the impact of such abuse, he fully supported the campaign pledge on behalf of himself and the Labour party.

Councillor Mike Peers seconded the proposal. Whilst Group Leaders had been asked to pledge for their group, he said it was for his individual group Members to commit to a fair campaign and vote how they wished and not for him to pledge on their behalf. Referring to Section 1.03 of the report, he said serving Members seeking re-election remained bound by the statutory Code of Conduct which they signed when taking up office. He agreed with the comments made by the Leader, and he had also witnessed serious incidents and he hoped this year would be different. He said the Fair Campaigns Pledge acted as a reminder of how Members should conduct themselves during the election period and section 1.04 provided a link to information on the expected standards and that the Code of Conduct still applied.

Councillor Chris Dolphin supported the recommendations and acknowledged the positive aspects of social media as well as those that were not so positive.

Councillor Clive Carver pledged his own commitment albeit that he would not be standing for re-election.

Councillor Tony Sharps agreed with the Leader's comments and said that his group were unanimously supportive of the Pledge.

During the debate, Councillor Ian Roberts requested a recorded vote to which the requisite number of Members indicated their support. On being put to the vote, the recommendations were carried unanimously.

RESOLVED:

- (a) That all Councillors intending to seek re-election make a Fair Campaigns Pledge, and
- (b) That the Returning Officer be requested to ask all candidates at the forthcoming elections to make a Fair Campaigns Pledge.

94. DRAFT PETITIONS SCHEME

The Chief Officer (Governance) presented a report for the Council to approve a draft scheme to fulfil its legal duty in enabling members of the public to submit online petitions. Having been amended and endorsed by the Constitution & Democratic Services Committee, Members' approval was sought for the scheme to be published on the Council's website. The report also set out proposed criteria for

accepting petitions either submitted online or via local Members as part of the existing process. The outcomes of all accepted petitions would continue to be reported to Council on an annual basis.

As Chair and Vice-Chair of the Constitution & Democratic Services Committee, Councillors Neville Phillips and Michelle Perfect moved and seconded the recommendation.

Councillor Mike Peers highlighted the importance of petitions on planning matters being submitted within the 21-day consultation period prior to the application being determined. To clarify this, he proposed an amendment that the words 'during the consultation period' be inserted at the end of section 8(2). The Chief Officer explained that the process would allow for petitions received and accepted after the consultation period to be reported as part of the 'late observations' considered at each Planning Committee meeting. Whilst agreeing with this approach, Councillor Peers said that responses to planning applications should be encouraged within the statutory consultation period where possible. This seconded by Councillor Richard Jones.

Councillor Hilary McGuill commented on the need to define the period by which petitions were collected, accepted, and responded to. Following guidance by the Chief Officer, she proposed an amendment that the 21-day limit for collecting signatures be extended to 30 days and that a further 30-day deadline should apply to the petition being accepted and disposed of. This was seconded by Councillor Marion Bateman.

In response to Members' questions, it was clarified that the initiator of a petition (the promoter) must provide their name and Flintshire postcode. On the format of petitions, the Chief Officer said that whilst a petition template could be made available online, this did not prevent individuals from creating their own.

In view of the proposed amendments, Councillor Derek Butler proposed that the scheme be referred back to the Constitution & Democratic Services Committee for further consideration and contributions. This was seconded by Councillor Patrick Heesom.

The Chief Officer suggested that for the Council to meet legislative requirements within the deadline, the draft scheme be adopted incorporating the proposed amendments and that the Constitution & Democratic Services Committee review the document in the new Council term to establish if any further changes were required.

All three amendments were accepted by the mover and seconder of the recommendations, Councillors Neville Phillips and Michelle Perfect, and on being put the vote, were carried, and formed part of the substantive motion.

RESOLVED:

- (a) That the Council approves the petitions scheme for inclusion in the Constitution, subject to the following changes:

- To insert the words ‘during the consultation period’ at the end of section 8(2) to encourage that practice and to note that petitions received after the planning consultation period will be reported in the late observations;
 - That the maximum period for collecting signatures be extended to 30 days and that decisions on the acceptance and disposal of petitions be made within 30 days of their submission;
 - That the scheme be adopted to meet the deadline and that it be subject to further review by the Constitution & Democratic Services Committee in the new Council term; and
- (b) That the Council adopts consistent criteria for petitions that are deemed acceptable.

95. APPOINTING LAY MEMBERS OF THE GOVERNANCE AND AUDIT COMMITTEE

In presenting the report the Chief Officer (Governance) clarified that following the Local Government and Elections (Wales) Act 2021 the Council was required to increase the number of lay members on its Governance and Audit Committee. This was to ensure lay members made up one third of the Committee. An overview of the recruitment process and closing date for applications was provided.

As the term of office of one of the existing lay members was due to expire in May 2022, it was proposed that their term be extended for a period of 12 months to allow for the current recruitment process and for the new Council to consider whether to re-appoint that person for a further term of office.

The recommendations in the report were moved by Councillor Chris Dolphin and seconded by Councillor Patrick Heesom.

RESOLVED:

- (a) That Council notes the update on the current recruitment process; and
- (b) That Council reappoints the Lay Member for another 12 months

96. PAY POLICY STATEMENT FOR 2022/23

In presenting the report, the Corporate Manager (People and Organisational Development) reported that this was the 10th Annual Pay Policy Statement and reflected the current arrangements regarding pay. Information was provided on the policies for 2021/22 in a number of key areas, which were similar to previous annual reports. There were no changes to principles but in lieu of updated Welsh

Government (WG) guidance and changes to legislation several sections had been added, updated, or removed and these were outlined.

Councillor Clive Carver moved the recommendations which were seconded by Councillor Geoff Collett.

RESOLVED:

- (a) That County Council approves the appended draft Pay Policy Statement for 2022/23; and
- (b) That County Council delegates authority to the Corporate Manager, People and Organisational Development to update the Pay Policy Statement 2022/23 during the course of the year to reflect any changes required by legislation, Government policy or national negotiations so that it remains accurate and current.

97. PUBLIC QUESTION TIME

None were received.

98. QUESTIONS

None were received.

99. NOTICE OF MOTION

None were received.

100. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 2.00 p. m. and ended at 16.54 p.m.)

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Chair

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FLINTSHIRE COUNTY COUNCIL

24 MAY 2022

Minutes of the hybrid meeting of Flintshire County Council held on 24 May 2022.

PRESENT: Councillor Mared Eastwood (Chair)

Councillors: Mike Allport, Bernie Attridge, Glyn Banks, Pam Banks, Marion Bateman, Sean Bibby, Chris Bithell, Gillian Brockley, Helen Brown, Mel Buckley, Teresa Carberry, Tina Claydon, David Coggins-Cogan, Geoff Collett, Steve Copple, Bill Crease, Paul Cunningham, Rob Davies, Ron Davies, Adele Davies-Cooke, Chris Dolphin, Rosetta Dolphin, Carol Ellis, David Evans, Chrissy Gee, David Healey, Gladys Healey, Ian Hodge, Andy Hughes, Dave Hughes, Ray Hughes, Dennis Hutchinson, Alasdair Ibbotson, Paul Johnson, Christine Jones, Richard Jones, Simon Jones, Richard Lloyd, Dave Mackie, Gina Maddison, Roz Mansell, Alan Marshall, Hilary McGuill, Ryan McKeown, Billy Mullin, Debbie Owen, Ted Palmer, Andrew Parkhurst, Mike Peers, Michelle Perfect, Vicky Perfect, Carolyn Preece, David Richardson, Ian Roberts, Dan Rose, Kevin Rush, Dale Selvester, Jason Shallcross, Sam Swash, Linda Thew, Linda Thomas, Ant Turton, Roy Wakelam, Arnold Woolley and Antony Wren

APOLOGIES: Councillor Jean Davies

IN ATTENDANCE:

Chief Executive; Chief Officer (Governance); Chief Officer (Streetscene and Transportation); Chief Officer (Planning, Environment and Economy); Chief Officer (Social Services); Chief Officer (Education and Youth); Corporate Finance Manager; Head of Democratic Services; Democratic Services Officers

1. DECLARATIONS OF INTEREST

Councillors Marion Bateman, Paul Cunningham, Ian Roberts, and Andrew Parkhurst declared a personal interest in agenda item 12: Appointment of a Lay Person to the Governance and Audit Committee as the person nominated was known to them.

2. CHAIR'S REVIEW OF THE YEAR 2021-22

As the outgoing Chair, Councillor Joe Johnson presented his review of the year 2021/22, during which he and his Consort, Mrs Sue Johnson, had been privileged to represent Flintshire.

Councillor Johnson welcomed newly elected Members to their first meeting of the County Council and thanked returning Members and officers for their support during his term of office as Chair. He spoke of the direct impact the Covid-19 pandemic had on personal lives and paid tribute to officers and employees for their commitment to the continuation of services throughout the challenges. Councillor Johnson said he had been pleased to accept invitations to a range of events on behalf of the County Council and cited a number of examples.

3. **ELECTION OF CHAIR OF THE COUNCIL FOR THE MUNICIPAL YEAR 2022/23, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

Councillor Hilary McGuill proposed that Councillor Mared Eastwood be elected Chair of the Council for the municipal year 2022/23. This was seconded by Councillor Ian Roberts. Speaking in support of the proposal, Councillor McGuill commented on Councillor Eastwood's personal qualities, professional experience, and dedicated work in the local community. Councillor Ian Roberts also paid tribute to Councillor Mared Eastwood. No other nominations were received.

On being put to the vote Councillor Mared Eastwood was appointed as Chair of the Council for the municipal year 2022/23.

Councillor Mared Eastwood thanked Members for electing her as Chair for the year ahead which she described as an honour. She paid tribute to the outgoing Chair and his Consort and said Councillor Joe Johnson had been an excellent ambassador for the County.

RESOLVED:

That Councillor Mared Eastwood be elected Chair of the Council for the municipal year 2022/23.

Councillor Mared Eastwood was invested with the Chain of Office by the retiring Chairman and signed her Declaration of Acceptance of Office in the presence of the Chief Executive.

The Chair presented Councillor Joe Johnson with his retiring Chairman's Badge of Office and a gift was presented to his Consort, Mrs Sue Johnson.

The Chair's Consort, Mr Tim Eastwood, was unable to attend the meeting and a Badge of Office was accepted on his behalf by Mr Owen Eastwood.

(At this point Councillor Mared Eastwood chaired the remainder of the meeting)

4. **APPOINTMENT OF VICE-CHAIR OF THE COUNCIL FOR THE MUNICIPAL YEAR 2022/23, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

Councillor Bernie Attridge proposed that Councillor David Mackie be appointed Vice-Chair for the municipal year 2022/23. This was seconded by Councillor Helen Brown.

Councillor David Healey proposed that Councillor Gladys Healey be appointed Vice-Chair and this was seconded by Councillor Christine Jones.

No other nominations were received.

A recorded vote was requested, and the requisite number of Members stood in support of this.

The following Councillors voted for Councillor David Mackie:
Mike Allport, Bernie Attridge, Glyn Banks, Pam Banks, Marion Bateman, Helen Brown, Steve Copple, Bill Crease, Rob Davies, Adele Davies-Cooke, Chris Dolphin, Rosetta Dolphin, Carol Ellis, Chrissy Gee, Ian Hodge, Andy Hughes, Dennis Hutchinson, Richard Jones, Dave Mackie, Roz Mansell, Alan Marshall, Debbie Owen, Mike Peers, David Richardson, Dale Selvester, Jason Shallcross, Arnold Woolley and Antony Wren

The following Members voted for Councillor Gladys Healey:
Sean Bibby, Chris Bithell, Gillian Brockley, Mel Buckley, Teresa Carberry, Tina Claydon, David Coggins, Geoff Collett, Paul Cunningham, Ron Davies, Mared Eastwood, David Evans, David Healey, Gladys Healey, Dave Hughes, Ray Hughes, Richard Jones, Dave Mackie, Roz Mansell, Allan Marshall, Debbie Owen, Mike Peers, David Richardson, Dale Selvester, Jason Shallcross, Arnold Woolley and Antony Wren

There were no abstentions.

On being put to the vote Councillor Gladys Healey was appointed as Vice-Chair of the Council for the municipal year 2022/23.

Councillor Gladys Healey thanked Members for their support and said she was proud and honoured to be elected as Vice-Chair. She congratulated the Chair on her appointment and said she looked forward to working with her in the year ahead.

RESOLVED:

That Councillor Gladys Healey be appointed as Vice-Chair of the Council for the municipal year 2022/23.

Councillor Healey was invested with the Chain of Office by the Chair and signed the Declaration of Acceptance of Office in the presence of the Chief Executive. Councillor Healey's Consort, Councillor David Healey, was invested with his Chain of Office.

5. ELECTION OF THE LEADER OF THE COUNCIL

Councillor Paul Cunningham proposed that Councillor Ian Roberts be appointed Leader of the Council for the municipal year 2022/23. This was seconded by Councillor Christine Jones.

Councillor Bernie Attridge proposed that Councillor Richard Jones be appointed Leader of the Council and this was seconded by Councillor Helen Brown.

No other nominations were received.

A recorded vote was requested and the requisite number of Members stood in support of this.

The following Councillors voted for Councillor Ian Roberts:
Sean Bibby, Chris Bithell, Gillian Brockley, Mel Buckley, Teresa Carberry, Tina Claydon, Geoff Collett, Paul Cunningham, Ron Davies, Mared Eastwood, David Evans, David Healey, Gladys Healey, Dave Hughes, Ray Hughes, Alasdair Ibbotson, Paul Johnson, Christine Jones, Simon Jones, Richard Lloyd, Gina Maddison, Hilary McGuill, Ryan McKeown, Billy Mullin, Ted Palmer, Andrew Parkhurst, Michelle Perfect, Vicky Perfect, Carolyn Preece, Ian Roberts, Dan Rose, Kevin Rush, Sam Swash, Linda Thomas, and Arnold Woolley

The following Councillors voted for Councillor Richard Jones:
Mike Allport, Bernie Attridge, Glyn Banks, Pam Banks, Helen Brown, Steve Copple, Bill Crease, Rob Davies, Adele Davies-Cooke, Chris Dolphin, Rosetta Dolphin, Carol Ellis, Chrissy Gee, Ian Hodge, Andy Hughes, Dennis Hutchinson, Richard Jones, Dave Mackie, Roz Mansell, Debbie Owen, Mike Peers, David Richardson, Dale Selvester, Jason Shallcross, Ant Turton, and Antony Wren

The following Members abstained:
Marion Bateman, David Coggins-Cogan, Allan Marshall, Linda Thew and Roy Wakeman

On being put to the vote Councillor Ian Roberts was appointed Leader of the Council for the municipal year 2022/23.

RESOLVED:

That Councillor Ian Roberts be appointed Leader of the Council for the municipal year 2022/23.

6. APPOINTMENT OF THE CABINET BY THE LEADER OF THE COUNCIL

Councillor Ian Roberts thanked Members for their support in electing him for a further term of office as Leader of the Council which he said was an honour. He spoke of the high esteem in which the Council was held in Wales and paid tribute to all the Council's employees who had continued to provide and maintain standards of service throughout the difficulties imposed by the Covid pandemic. Councillor Roberts congratulated the Chair and Vice-Chair on their appointments.

In accordance with the Constitution, Councillor Roberts set out his choice of Councillors to serve on the Cabinet.

RESOLVED:

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

<u>Cabinet Member</u>	<u>Portfolio</u>
Ian Roberts	Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure
Christine Jones	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

Dave Hughes	Deputy Leader of the Council and Cabinet Member for Streetscene and the Regional Transport Strategy
Chris Bithell	Cabinet Member for Planning, Public Health and Public Protection
Billy Mullin	Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
Paul Johnson	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Sean Bibby	Cabinet Member for Housing and Regeneration
David Healey	Cabinet Member for Climate Change and Economy

7. **CONSTITUTIONAL ISSUES INCLUDING COMMITTEES**

The Council considered the report of the Chief Officer (Governance) which dealt with matters that required decision at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii) - (xiv). The report also dealt with the appointment of other Committees and Chairs and other issues such as allocation of seats, under political balance.

The report was split into sections, each one dealing with one decision that needed to be made and the relevant issues for consideration. Each section was considered and voted on in turn.

(i) **Appointment of Committees**

The Chief Officer (Governance) explained that the Constitution provided for the appointment of the following: Appeals Committee; Clwyd Pension Fund Committee; Constitution and Democratic Services Committee; Governance and Audit Committee; Grievance Committee; Grievance Appeals Committee; Investigation and Disciplinary Committee; Joint Governance Committee (for Pensions); Licensing Committee; Planning Committee; Standards Committee; and five Overview & Scrutiny Committees (as listed in paragraph 1.01 of the report).

Councillor Ian Roberts moved an amendment to the recommendation in the report and proposed the creation of a new Climate Change Committee to drive forward the Council's vision to seek solutions to the impact of climate change on local communities in Flintshire. This was seconded by Councillor Chris Bithell and when put to the vote was carried.

RESOLVED:

That Council appoints the following Committees:

Appeals Committee;
Clwyd Pension Fund Committee;
Constitution and Democratic Services Committee
Climate Change Committee
Governance and Audit Committee
Grievance Committee

Grievance Appeals Committee
Investigation and Disciplinary Committee
Joint Governance Committee (for Pensions)
Licensing Committee
Planning Committee
Standards Committee; and
The five Overview & Scrutiny Committees as listed in the report.

(ii) Determination of the size of Committees

The Chief Officer explained that the size of each committee must be decided at the Annual Meeting. Council had previously agreed that the major Committees should be large enough for all political groups to be represented.

The Chief Officer explained that the size of the Grievance Committee, Grievance Appeals Committee, and Investigation and Disciplinary Committee, as detailed in 1.04 of the report, had subsequently been increased to 13 to accommodate all political groups.

In response to the concerns expressed by Councillor Bernie Attridge on the proposed political balance, as outlined in the report, and the need to determine political balance for the new Climate Change Committee, the Chief Officer suggested that the terms of reference and membership for the Climate Change Committee be determined at the next meeting of the County Council on 19 July, and the political balance for Committees also be reviewed and recalculated.

Councillor Bernie Attridge moved approval of the recommendation in the report which was seconded by Councillor Richard Jones. When put to the vote this was carried.

RESOLVED:

- (a) That the size of each Committee be as set out in paragraph 1.04 of the report, and the size of the Grievance Committee, Grievance Appeals Committee, and Investigation and Disciplinary Committee be increased to 13; and
- (b) That the political balance and terms of reference for the Climate Change Committee be established at the next meeting of the County Council on 19 July 2022.

(iii) Terms of Reference of Committees

The Chief Officer explained that the Annual Meeting was required to decide the terms of reference of the Committees that it appointed. These are set out in the Constitution.

Councillor Bernie Attridge moved approval of the recommendation in the report which was seconded by Councillor Hilary McGuill. When put to the vote this was carried.

RESOLVED:

That the terms of reference for each Committee as set out in the Constitution be approved.

(iv) Political Balance

The Chief Officer (Governance) explained that at, or as soon as practicable after the Annual Meeting, the Council was required to decide the allocation of seats to political groups in accordance with the Political Balance Rules contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 as amended. Those rules do not apply to Cabinet or to the Standards Committee. The rules of political balance would apply to the new Climate Change Committee.

The Chief Officer suggested that Councillors consider the political balance which had been proposed for consideration as an interim measure until consultation had taken place with Group Leaders concerning the allocation of seats on Committees, as other allocations may be possible. The political balance would then be reconsidered at the next meeting of the County Council on 19 July 2022.

In order to achieve political balance, it had been necessary to separate out the 'employment' Committees, which were the Grievance, Grievance Appeals and Investigation and Disciplinary Committees. Otherwise, the smaller groups would be disadvantaged by having to use part of their seat allocation on committees which seldom, if ever, met. This separation required a specific agreement from all Members of the Council.

The Chief Officer explained that previously it had been the practice to appoint a representative of the County Council on the Fire Authority based on political balance and this had been included in the calculation.

There were 117 seats for Councillors across all of the Council's Committees based on the current group membership. The entitlement of each group to seats was set out in the table in the report.

Councillor Mike Peers referred to paragraph 1.12 of the report and expressed concerns around rules 3 and 4 on making nominations to the Planning Committee. Councillor Peers proposed that further consideration be given to rules 3 and 4, as detailed in the report, to improve current procedures. The Chief Officer agreed to discuss the proposal with Group Leaders during the next 12 months.

Councillor Richard Jones suggested that there were other outside bodies which should be included in the political balance calculations and cited the WLGA, and North Wales Police as examples. The Chief Officer explained that different rules were applied regarding how political balance was calculated on other outside bodies which were based on their political composition not the Council's.

Councillor Bernie Attridge proposed a procedural motion that the meeting be adjourned to enable the political balance to be recalculated to include allocation to the WLGA. This was seconded by Councillor Richard Jones. Councillor Ian Roberts advised that the WLGA had not previously been included in the political balance calculation and moved that the WLGA not be included in the interim balance now being considered.

Councillor Attridge withdrew his proposal to adjourn the meeting.

Councillor Ian Roberts moved approval of the recommendations in the report which was seconded by Councillor Ted Palmer.

RESOLVED:

- (a) That seats be allocated in accordance with political balance as set out in Appendix 1 and the rules on membership of the Committees as set out in paragraphs 1.09 – 1.14;
- (b) That the seats on the Grievance, Grievance Appeals and Investigation and Disciplinary Committees be allocated to give a broad political spread of membership; and
- (c) That further consideration be given to rules 3 and 4, as detailed in paragraph 1.12 of the report, to improve current procedures on making nominations to the Planning Committee.

(v) Appointment of Chairs of Standing Committees

The Chief Officer (Governance) explained that Committee Chairs were appointed by different bodies, some of which were subject to restrictions. A table in paragraph 1.17 of the report outlined which body appointed which Chair and what restrictions applied (if any).

Councillor Bernie Attridge proposed the following nominations, which were seconded by Councillor Richard Jones:

- that Councillor Carol Ellis be appointed as Chair of the Clwyd Pension Fund Committee;
- that Councillor Mike Peers be appointed as Chair of Planning Committee;
- that Councillor Rosetta Dolphin be appointed as Chair of the Licensing Committee; and
- that Councillor Rob Davies be appointed as Chair of the Constitution and Democratic Services Committee

Councillor Ian Roberts proposed an amendment to the above and put forward the following nominations, which were seconded by Councillor Billy Mullin.

- that Councillor Ted Palmer be appointed as Chair of the Clwyd Pension Fund Committee; and
- that Councillor Richard Lloyd be appointed as Chair of Planning Committee

A vote was taken on the above nominations proposed by Councillor Bernie Attridge and Councillor Ian Roberts for Chair of the Clwyd Pension Fund Committee.

On being put to the vote Councillor Ted Palmer was appointed as Chair of the Clwyd Pension Fund Committee.

A vote was taken on the above nominations proposed by Councillor Bernie Attridge and Councillor Ian Roberts for Chair of the Planning Committee.

On being put to the vote Councillor Richard Lloyd was appointed as Chair of the Planning Committee.

On being put to the vote Councillor Rob Davies was appointed as Chair of the Constitution and Democratic Services Committee.

On being put to the vote Councillor Rosetta Dolphin was appointed as Chair of the Licensing Committee.

The Chief Officer advised that the Chair of the Climate Change Committee would be appointed by Council at the next meeting of the County Council on 19 July 2022.

The Chief Officer explained that the Chairs of Overview & Scrutiny Committees were chosen by the political groups based on the strength of the various groups and which had seats on the Cabinet. Chairs were allocated to groups with a place on Cabinet first and any entitlement was rounded down to the nearest whole number. The remaining Chairs were then allocated to groups without a seat on Cabinet (rounding up to the nearest whole number).

Councillor Bernie Attridge moved the following nominations for the Independent Group, and Councillor Ian Roberts moved the following nominations for the Labour Group.

Overview & Scrutiny Committee	Group to Choose Chair
Corporate Resources	Independent (Councillor Richard Jones)
Community, Housing & Assets	Independent (Councillor Helen Brown)
Education, Youth & Culture	Labour (Councillor Teresa Carberry)
Environment & Economy	Labour (Councillor David Evans)
Social & Health Care	Liberal Democrat

On being put to the vote, the above nominations were carried.

RESOLVED:

- (a) That the Chairs of the following Committees be appointed (noting any restrictions on eligibility):
- Clwyd Pension Fund Committee - Councillor Ted Palmer
 - Planning Committee - Councillor Richard Lloyd

- Constitution and Democratic Services Committee - Councillor Rob Davies
 - Licensing Committee - Councillor Rosetta Dolphin
- (b) That the Grievance Committee, the Grievance Appeals Committee and Investigation & Disciplinary Committee should each appoint its own Chair from amongst its membership; and
- (c) That the following groups be allocated the Chair of the Overview & Scrutiny Committees as outlined:

Overview & Scrutiny Committee

Corporate Resources
 Community, Housing & Assets
 Education, Youth & Culture
 Environment & Economy
 Social & Health Care

Group to Choose Chair

Independent (Councillor Richard Jones)
 Independent (Councillor Helen Brown)
 Labour (Councillor Teresa Carberry)
 Labour (Councillor David Evans)
 Liberal Democrat

(vi) Approval of the Constitution

The Chief Officer explained that the Constitution set out how the Council functioned and contained within it:

- rules and procedures for managing meetings and Council business;
- delegations to the Cabinet (including the choice of what was to be and what was not to be an executive function);
- delegations to committees and advisory groups in line with their terms of reference;
- delegations to officers; and
- codes and protocols to support high standards of ethical behaviour and governance

The Chief Officer advised that the codes and protocols in the Constitution were kept under rolling review to ensure that they remained up to date and pertinent. Every code/protocol would be reviewed at least once over the term of this Council as part of that review. Changes were also made as and when required if a scheduled review had already taken place or was not due for some time. The Standards Committee will agree the programme for reviewing the Constitution at its next meeting.

The Council has adopted an interim policy on how to participate in meetings, for example whether they are in person or remote. Now that the new Council is in place it will be possible to review that protocol noting that the Local Government and Elections (Wales) Act 2021 required that Members and others be given the right to attend remotely should they wish. Most of the Council's meeting rooms are not presently equipped with the technology to enable this to happen.

Councillor Bernie Attridge moved approval of the recommendation in the report which was seconded by Councillor Paul Johnson.

RESOLVED:

That the rules, procedures, delegations and codes/protocols within the Constitution be approved.

(vii) Nominations to Internal Bodies

The Chief Officer explained that the existing Scheme of Delegation provided for an Appointments Committee for first and second tier officers comprising seven Members. This was not a standing Committee and was convened when required by seeking nominations from Group Leaders. In the past it has been usual for Committee Members to be drawn from all groups, albeit not formally politically balanced, including the relevant Cabinet Member.

Councillor Ian Roberts moved approval of the recommendation in the report which was seconded by Councillor Sean Bibby.

RESOLVED:

That the make-up of the Appointments Committee be approved.

(viii) Standards Committee

The Chief Officer explained that the Standards Committee included five independent Members, a Town and Community Council representative, and three Councillors (who cannot also be the Leader or a Cabinet Member). The three County Councillors must be appointed for the life of this Council (5 years) and can serve a maximum of two terms. The Chief Officer sought nominations for the appointment of three Councillors to the Committee.

Councillor Bernie Attridge proposed Councillors Bill Crease, Teresa Carberry, and Anthony Wren.

Councillor Hilary McGuill nominated Councillor Andrew Parkhurst.

No other nominations were received.

As four nominations had been put forward Councillor Bernie Attridge withdrew his nomination of Councillor Bill Crease.

When put to the vote Councillors Teresa Carberry, Andrew Parkhurst and Anthony Wren were duly elected to the Standards Committee

RESOLVED:

That the composition and membership of the Standards Committee be noted, including the appointment of Councillors Teresa Carberry, Andrew Parkhurst, and Anthony Wren to replace the membership of Councillors Gladys Healey, Patrick Heesom and Arnold Woolley .

(ix) Appointments to Outside Bodies

The Chief Officer advised that the Council could nominate Councillors to serve on different bodies such as the Fire Authority, Police and Crime Panel plus local charities organisations (collectively called “outside bodies”). Some outside bodies were regional, some covered the whole of the county, and some were purely local. Appointments were made for the whole council term. As it could be a long process filling each vacancy delegated authority was given to the Chief Executive, in consultation with Group Leaders, to make nominations as required

Councillor Bernie Attridge moved the recommendation which was seconded by Councillor Richard Jones.

RESOLVED:

That Council delegates authority to the Chief Executive, in consultation with Group Leaders, to make appointments to outside bodies for this council term. Including authority to change any appointment (in consultation with group leaders) during the Council term as required.

At this stage of the meeting, there was a brief adjournment prior to considering the ordinary items of business.

CHANGE IN THE ORDER OF THE AGENDA

The Chair advised that the item on National Collaborative Arrangements for Welsh (local authority) Adoption and Fostering services would be brought forward.

8. NATIONAL COLLABORATIVE ARRANGEMENTS FOR WELSH (LOCAL AUTHORITY) ADOPTION AND FOSTERING SERVICES

The Chief Officer (Social Services) presented a report to seek agreement to sign the Joint Committee Agreement for the proposed Joint Committee. He provided background information and context and explained that the Agreement clarified roles and responsibilities for the hosting and delivery of national functions which support and enable local authority delivery of adoption and fostering responsibilities. A copy of the Joint Committee Agreement was appended to the report.

In response to the comments made by Councillor Richard Jones the Chief Officer concurred that kinship carers were an integral part of the Council’s fostering services and were fully supported as family members.

In moving the recommendations in the report Councillor Bernie Attridge expressed thanks to the Cabinet Member for Social Services and the Chief Officer and his team for their work and commitment in the provision of adoption and fostering services. Councillor Christine Jones seconded the recommendations.

The Cabinet Member for Social Services, Councillor Ian Roberts and Councillor Paul Cunningham spoke in tribute to the Council's adoption and fostering service and Children's Social Services.

RESOLVED:

- (a) That the new governance arrangements established through the Joint Committee Agreement for the National Adoption Service and Foster Wales be noted; and
- (b) That, as part of the local governance oversight, an annual report on the National Adoption Service, and regional and local service delivery, be presented to Social and Health Care Overview Scrutiny Committee.

9. FLINTSHIRE COUNTY COUNCIL ELECTIONS 5 MAY 2022

The Chief Executive presented a report on the results of the 2022 County Council elections. The report confirmed that the local elections had been conducted in accordance with elections law, guidance, common practice, and the performance standards set for Returning Officers. The report set out the political composition of the Council for the new term.

The Chief Executive said the local election process had been of high quality and had maintained integrity. He expressed his appreciation for the commitment and professionalism of the Elections and Count Management teams and for the co-operation of all involved in the elections process, including the many local organisations who made their premises available as polling stations and Coleg Cambria for the availability of the Count Centre. The Chief Executive also expressed his thanks for the cooperation of candidates, agents, political parties and campaign activists for following the advice and guidance given throughout the pre-election period.

The Chief Executive reported that in conjunction with the Elections Team, he had evaluated performance and learning from the elections both for sharing with the Electoral Commission for their national evaluative report and for future elections planning. He commented on the extensive use of social media during the election period and referring to the current guidance from the Electoral Commission on use of social media said that the need for further clarification would be raised in formal feedback to the Commission.

The Chief Executive advised that Flintshire continued to be held in high regard for its elections management conduct, practice, and delivery. He commented that the overall turnout for the election had been slightly lower in 2022 (36%) than in 2017 (38.73%) and drew attention to the election results as detailed in Appendix 1 of the report.

Councillor Ian Roberts expressed his thanks to the Elections Team, Count Management Teams, and all involved in the elections process. He said the elections and Count had been well organised and conducted. Councillor Roberts paid particular tribute to the Returning Officer for his exemplary performance throughout the elections and his sound advice and guidance in response to all

matters arising. In conclusion Councillor Roberts also thanked all candidates who had put their name forward for the local elections.

Councillor Bernie Attridge concurred with the sentiments expressed by Councillor Roberts and expressed his thanks to the Returning Officer, Deputy Returning Officer, and all involved in the elections process for their efficiency and professionalism.

Councillors Chris Bithell, Marion Bateman, Bill Crease, Gladys Healey, Dennis Hutchinson, Hilary McGuill, Richard Jones and Billy Mullin expressed their thanks to Officers and staff for their work, commitment, and the successful management and outcome of the elections.

Councillor Richard Jones commented on the need to acknowledge the service given by former Councillors who would not be returning for a further term of office within the County Council. The Chief Officer (Governance) explained that a badge was presented to Councillors when they retired, and a Civic event would be held later in the year which would include Councillors who were not returning to acknowledge their time in public service.

Councillor Bernie Attridge moved the recommendation which was seconded by Councillor Helen Brown.

RESOLVED:

That the report be noted.

10. SCHEDULE OF MEETINGS 2022/23

The Chief Officer (Governance) presented the schedule of meetings for 2022/23 following consultation. Each year the Schedule of Meetings was designed based on regular meeting cycles, regular meeting days where possible and with wide consultation to ensure that reporting commitments and/or meetings did not clash.

Councillor Bernie Attridge moved the recommendation which was seconded by Councillor David Healey.

RESOLVED:

That the draft schedule of meetings for 2022/23 as appended to the report be approved.

11. APPOINTMENT OF A LAY PERSON TO THE GOVERNANCE AND AUDIT COMMITTEE

The Chief Officer (Governance) introduced a report to update Members on the appointment of an additional lay person to the Governance and Audit Committee. He provided background information and advised that the need to appoint a lay person was outlined in the report. A pen portrait of the candidate was appended to the report for information.

Councillor Bernie Attridge spoke in support of the nomination and moved the recommendation which was seconded by Councillor Billy Mullin.

RESOLVED:

That Brian Harvey be appointed to the Governance and Audit Committee until 31 December 2027.

12. PETITIONS

None were received.

13. PETITIONS RECEIVED AT COUNCIL

The Chief Officer introduced a report to inform Council of the outcomes of petitions which had been submitted over the past year. He advised that during 2020/21 there had been one petition presented at Council on 25 May 2021 which was detailed in the report.

Councillor Bernie Attridge moved the recommendation which was seconded by Councillor Richard Jones.

RESOLVED:

That the report be noted.

14. PUBLIC QUESTION TIME

None had been received.

15. QUESTIONS

None had been received.

16. NOTICE OF MOTION

None had been received.

17. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and two members of the public in attendance.

(The meeting started at 11.00 am and ended at 12.33 pm)

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Chairman

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COUNTY COUNCIL

Date of Meeting	Tuesday, 26 July 2022
Report Subject	Council Plan 2022-23
Cabinet Member	Leader of the Council
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2017-23 was adopted by County Council to show the key priorities of the Council for the five-year term of the new administration. The Plan is subject to annual review.

The 2022/23 Draft Plan has been reviewed and refreshed for content following on from our response to the pandemic and our Recovery Strategy. The themes and priorities remain the same to 2021/22 however there are some developments with sub-priorities.

The 'super-structure' of the Plan continues to be aligned to a set of six Well-being Objectives. The six themes continue to take a long-term view of recovery, ambition and work over the next year.

The outline of the Council Plan for 2022/23 including the six themes, their priorities and actions is appended (as Part 1).

RECOMMENDATIONS

1	To adopt Council Plan 2022-23 Part 1
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2022/23
1.01	<p>It is a requirement of the Local Government and Elections (wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.</p>
1.02	<p>Council Plan 2022/23 continues to move towards a more rounded corporate plan, whilst still meeting the requirements of the Act.</p> <p>Changes include:</p> <ul style="list-style-type: none">• Poverty<ul style="list-style-type: none">○ Digital Poverty – definition expanded• Green Society and Environment<ul style="list-style-type: none">○ New sub-priority added - Climate Change Adaptation○ New sub-priority added – Green Access○ Green Environment – new definition• Economy<ul style="list-style-type: none">○ Digital and Transport Infrastructure divided into two separate sub-priorities:<ul style="list-style-type: none">▪ Transport Connectivity▪ Digital Infrastructure• Education and Skills<ul style="list-style-type: none">○ New-sub-priority added – Well-being
1.03	<p>The Council Plan for 2022-23 has a super structure of six themes and supporting priorities as follows:</p> <p>Theme: Poverty Priorities:</p> <ul style="list-style-type: none">- Income Poverty- Child Poverty- Food Poverty- Fuel Poverty- Digital Poverty <p>Theme: Affordable and Accessible housing Priorities:</p> <ul style="list-style-type: none">- Housing support and homeless prevention- Housing Needs and Housing Options- Social Housing- Private Rented Sector- Empty Properties <p>Theme: Green Society and Environment Priorities:</p> <ul style="list-style-type: none">- Carbon Neutrality- Climate Change Adaptation- Fleet Strategy- Green Environment- Green Access

	<ul style="list-style-type: none"> - Renewable Energy - Active and Sustainable Travel Options - Circular Economy <p>Theme: Economy</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Town Centre Regeneration - Business - Transport Connectivity - Digital infrastructure - LDP Targets - Spending money for the benefit of Flintshire - Reducing Worklessness <p>Theme: Personal and Community Well-being</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Independent Living - Safeguarding - Direct Provision to support people closer to home - Local Dementia Strategy - A well-connected, safe and clean local environment. <p>Theme: Education and Skills</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Educational Engagement and Achievement - Digital Learning Opportunities - Learning Environments - Learning Community Networks - Specialist Educational Provision - Welsh Education Strategic Plan (WESP) - Well-being
1.04	<p>For 2022/23 a review of the Council Plan 2021/22, themes and priorities has been undertaken to set: -</p> <ul style="list-style-type: none"> • priority actions that continue into 2022/23 for sustained attention e.g. “preventing poverty” • priority actions which could be removed as they have been completed or become operational (business as usual); and • emerging priority actions for 2022/23 e.g. Climate Change Adaptation
1.05	<p>The work on the detail behind the priorities has progressed well. The Council Plan 2022/23 Part 1 is now presented following consultation with the Overview and Scrutiny Committees in January. An addition has been made following the request to incorporate Mental Health Services into the Plan.</p>
1.06	<p>The final Council Plan will be available as a web-based document published on the website following adoption by County Council in July.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium-Term Financial Strategy and Capital Programme and will continue to be monitored during the regular budget monitoring and financial review arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Members have had the opportunity to consider and review the content of the draft Plan themes and priorities. Overview and Scrutiny Committees have reviewed and discussed the overall content of the Plan throughout January and February.

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																				
4.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">The Council Plan 2022/23 continues to be aligned to the Sustainable Development Principles across all their working. Assessment against these will be made at the end of year Annual Performance Report.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Council Plan 2022/23 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table> <p>Council's Well-being Objectives The Council undertook a review of its Well-being Objectives during the development of the 2021/22 Council Plan. The updated set of Well-being Objectives are a more focused set of six. The Well-being Objectives identified have associated themes for which they resonate. See the full list below.</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>Well-being Objective</th> </tr> </thead> <tbody> <tr> <td>Poverty</td> <td>Protecting people from poverty by supporting them to meet their basic needs</td> </tr> <tr> <td>Affordable and Accessible Housing</td> <td>Housing in Flintshire meeting the needs of our residents and supporting safer communities</td> </tr> </tbody> </table>	Long-term	The Council Plan 2022/23 continues to be aligned to the Sustainable Development Principles across all their working. Assessment against these will be made at the end of year Annual Performance Report.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Council Plan 2022/23 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	Theme	Well-being Objective	Poverty	Protecting people from poverty by supporting them to meet their basic needs	Affordable and Accessible Housing	Housing in Flintshire meeting the needs of our residents and supporting safer communities
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	Green Society and Environment	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
	Economy	Enabling a sustainable economic recovery
	Personal and Community Well-being	Supporting people in need to live as well as they can
	Education and Skills	Enabling and Supporting Learning Communities
	<p><u>Risk Management</u> Risks have been captured and added for information within Part 2 Council Plan 2022/23.</p>	

5.00	APPENDICES
5.01	Appendix 1: Council Plan (Part 1) 2022-23 Appendix 2: Council Plan (Part 2) 2022-23 Appendix 3: Theme alignment to Overview and Scrutiny Committees

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Jay Davies, Strategic Performance Advisor Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	Council Plan: the document which sets out the annual priorities of the Council.
8.02	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Draft Council Plan 2022/23 – Part 1

Priority Name	Poverty
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs
<p>Income Poverty</p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ol style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023 d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023
<p>Child Poverty</p> <p>Definition: Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life</p>	<ul style="list-style-type: none"> • The cost of sending children to school is reduced by: <ol style="list-style-type: none"> a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023 b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023 c) Maximising take-up of the school uniform grant – by March 2023 d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023 • Free access to books, ICT networks, devices and library services are maintained by: <ol style="list-style-type: none"> a) Maintaining the network of seven libraries in partnership with Aura - by March 2023 b) Increasing usage of online resources for children and young people - by March 2023 • Children have access to play opportunities by: <ol style="list-style-type: none"> a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023 b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023 • Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023 • Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023 • Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023

	<ul style="list-style-type: none"> Maintaining access to Free Swimming to help tackle health inequalities – by March 2023
Food Poverty Definition: People who are not able to access food that meets their daily nutritional needs and requirements	<ul style="list-style-type: none"> Everyone in Flintshire has access to affordable, good fresh food by: <ol style="list-style-type: none"> Developing a “Well Fed at Home service” - by December 2022 Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023 Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023
Fuel Poverty Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty Affordable and accessible housing Personal and Community Well-being	<ul style="list-style-type: none"> Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being
Digital Poverty Definition: Inability to interact fully in a digital world when, where and how an individual needs to.	<ul style="list-style-type: none"> Support people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve – by March 2023 Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres, Aura library services and the four leisure centres – by March 2023 Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 Increasing take-up of digital learning opportunities supported by Aura - by March 2023
Priority Name	Affordable and Accessible Housing
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing support and homeless prevention Definition: Offering support to people to retain their housing and live well and avoiding homelessness	<ul style="list-style-type: none"> Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023 Promoting housing support and homeless prevention services with our residents and partners - by March 2023 Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023

	<ul style="list-style-type: none"> • Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 • Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023 • Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023
<p>Housing Needs and Housing Options</p> <p>Definition: Helping people to explore their housing options so they can access the right homes to meet their needs</p> <p>Poverty</p>	<ul style="list-style-type: none"> • Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023 • Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023 • Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 Linked to Poverty • Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023
<p>Social Housing</p> <p>Definition: Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral</p> <p>Poverty</p> <p>Green and Environment</p>	<ul style="list-style-type: none"> • Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023 • Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023 • Ensuring that the Council’s housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2022 Linked to Green and Environment • Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 Linked to Green and Environment, Linked to Poverty • Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 Linked to Green and Environment • Supporting our tenants to access technology and create sustainable digital communities - by March 2023 Linked to Poverty • Listening to our tenants and working with them to improve our services, homes and communities - by March 2023
<p>Private Rented Sector</p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> • Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 • Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 • Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023 • Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023

	<ul style="list-style-type: none"> Mapping Houses of Multiple Occupation (HMO's) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life - by March 2023
<p>Empty Properties</p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p>Economy</p>	<ul style="list-style-type: none"> Bringing empty homes back into use through the Empty Homes Loan - by March 2023 Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023 Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy
Priority Name	Green Society and Environment
Description/ Well-being Objective	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.
<p>Carbon Neutrality</p> <p>Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by September 2022 Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 Developing plans towards net zero carbon for our assets in line with Welsh government guidance' – by March 2023 Working with Flintshire's leisure and culture trust partners to reduce carbon emissions – by March 2023
<p>Climate Change Adaptation</p> <p>Definition: Be more resilient to the changes that have happened due to climate change and prepare for predicted future change</p>	<ul style="list-style-type: none"> Reviewing the Council's Flood Risk Management Strategy – March 2023 Reviewing the Council's Strategic Flood Consequences Assessment – November 2022 Carrying out flood investigations and alleviation works where appropriate – March 2023 Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023
<p>Fleet Strategy</p> <p>Definition: Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> Converting the authority's fleet to electric and alternative fuels (hydrogen etc) - by March 2023
<p>Green Environment</p> <p>Definition:</p>	<ul style="list-style-type: none"> Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023

<p>Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.</p>	<ul style="list-style-type: none"> • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023 • Delivery of green infrastructure projects under the Local Places for Nature grant funding stream – March 2023
<p>Green Access</p> <p>Definition: The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> • Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2023 • Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2023
<p>Renewable Energy</p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p>Economy</p>	<ul style="list-style-type: none"> • Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 • Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy
<p>Active and Sustainable Travel Options</p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p>Economy</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Promoting the use of public transport through the further development of the Council's core bus network - by March 2023 Linked to Economy • Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy • Developing the County's electric car charging network - by March 2023 • Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being
<p>Circular Economy</p> <p>Definition: Support and promote the Welsh Government's strategy to create a</p>	<ul style="list-style-type: none"> • Achieving Welsh Government recycling targets - by March 2023 • Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 • Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to

<p>sustainable, circular economy in Flintshire</p> <p>Poverty</p> <p>Personal and Community Well-being</p> <p>Education and Skills</p> <p>Economy</p>	<p>Personal and Community Well-being, Linked to Education and Skills</p> <ul style="list-style-type: none"> Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy
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Priority Name	Economy
Description/ Well-being Objective	Enabling a sustainable economic recovery and growth
<p>Town Centre Regeneration</p> <p>Definition: Regenerate and re-invent our town centres</p> <p>Personal and Community Well-being</p> <p>Affordable and accessible housing</p>	<ul style="list-style-type: none"> Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 Linked to Affordable and accessible housing Improving the environment in town centres - by March 2023 Supporting the growth of community enterprises in town centre locations - by March 2023
<p>Business</p> <p>Definition: Enable business continuity and encourage appropriate investment</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Engaging town centre small businesses and improve support packages available to them - by March 2023 Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023 Engaging small businesses and improve support packages available to them - by March 2023 Supporting recovery of the County's street and indoor markets - by March 2023 Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023 Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023 Increasing the scale and impact of the social business sector - by March 2023 Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Green Society and Environment

<p>Transport Connectivity</p> <p>Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p>Poverty</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment
<p>Digital Infrastructure</p> <p>Definition: Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 Connecting further rural communities to improved digital infrastructure - by March 2023
<p>Local Development Plan (LDP) Targets</p> <p>Definition: Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> Ensuring timely adoption of the LDP once Inspector's Report received - by December 2022 Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023 Making decisions at Planning Committee in line with the adopted LDP - by March 2023 Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023
<p>Spending money for the benefit of Flintshire</p> <p>Definition: Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council's procurement activities – By March 2023 Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023 Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023
<p>Reducing worklessness</p> <p>Definition: Work with our partners to support individuals to gain employment</p> <p>Poverty</p>	<ul style="list-style-type: none"> Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 Linked to Poverty Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 Linked to Poverty

Priority Name	Personal and Community Well-being
Description/ Well-being Objective	Supporting people in need to live as well as they can
<p>Independent Living</p> <p>Definition: People will be supported to live as independently as possible through the right type of support, when they need it.</p>	<ul style="list-style-type: none"> • Developing a plan to provide additional placements for step down care within our in house provision – by March 2023 • Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 • Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential –by March 2023 • Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold by March 2023 • Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership by March 2023 • Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services: Clear pathways established - by 31 March 2023
<p>Safeguarding</p> <p>Definition: Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> • Continuing to promote the corporate e-learning package – by March 2023 • Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023
<p>Direct Provision to support people closer to home</p> <p>Definition: The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> • Setting up a registered Children’s Home to help avoid the need for residential placements outside Flintshire - by March 2023 • Continuing to growing our in-house homecare service to support more people to live at home - by March 2023 • Continuing to growing our in-house fostering service to support more looked after children - by March 2023 • Developing an action plan for the progression of the advocacy priority – by March 2023
<p>Local Dementia Strategy</p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> • Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023
<p>A well-connected, safe and clean local environment.</p>	<ul style="list-style-type: none"> • Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023

<p>Definition: Resilient communities where people feel connected and safe</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> • Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment • Working with two local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023 • Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> ○ Improving mental well-being and resilience – by March 2023 ○ Promoting healthy behaviours – by March 2023 ○ Securing a healthy future for the next generation – by March 2023
<p>Priority Name</p>	<p>Education and Skills</p>
<p>Description/ Well-being Objective</p>	<p>Enabling and Supporting Learning Communities</p>
<p>Educational Engagement and Achievement</p> <p>Definition: Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> • Maintaining support for settings and schools with rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment – by March 2023 • School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023 • Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023 • Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023
<p>Digital Learning Opportunities</p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Poverty</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023 • Upskilling employees within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 • Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 • Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023 • Continuing to monitor schools' provision for learners who are ‘digitally disadvantaged’ – by March 2023 • Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty • Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023

<p>Learning Environments</p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> • Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 • Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 • Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 • Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023 • Progressing the development of a new premises plan for the North East Wales Archive – by March 2023
<p>Learning Community Networks</p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the North East Wales Archive to provide a sustainable and resilient service – by March 2023 • Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023 • Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 • Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023 • Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023 • Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023 • Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023
<p>Specialist Educational Provision</p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> • Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023 • Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023 • Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023
<p>Welsh Education Strategic Plan (WESP)</p> <p>Definition:</p>	<ul style="list-style-type: none"> • Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023 • Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023

<p>Working with schools and partners to support the Welsh Government’s strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> • Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 • Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood – by March 2023 • Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> ○ Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council’s Welsh Language immersion programme – by March 2023
<p>Well-Being</p> <p>Definition: Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none"> • Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 • Supporting all secondary schools to complete the School Health Research Network survey in 2022 <ul style="list-style-type: none"> ○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023 • Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023 • Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023 • Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023

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FLINTSHIRE COUNTY COUNCIL

Council Plan 2017/2023

In-year priorities 2022/23

PART 2

**How achievements will be measured - Supporting
actions, tasks and measures**

Performance Achievements 2022/23

Actions, tasks and measures have been set to monitor progress against an activity or plan. Actions are dated according to the target month for achievement. Performance will be monitored by percentage progress against the actions with supporting commentary.

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Income Poverty	People on low income who are unable to meet day to day living costs	Chief Officer Housing and Assets
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ol style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take up of the Discretionary Housing Payments scheme and other financial support - by March 2023 d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • HA04 - Increased financial risk due to unprecedented and unpredictable increased demand for Council Tax Reduction Scheme (CTRS) due to business closure, unemployment; reduced hours of work • HA27 - Increasing service demands to respond to HA04 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Average number of calendar days to process new claims for housing benefit and council tax reduction	17	20
Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	3	8
Total spend of Discretionary Housing Payments (%)	130%	100%

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Child Poverty	Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life	Chief Executive, Chief Officer Housing and Assets, Chief Officer Education and Youth

Achievement Actions:

- The cost of sending children to school is reduced by:
 - a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023
 - b) Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals - by March 2023
 - c) Maximising the take-up of the school uniform grant - by March 2023
 - d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023
- Free access to books, ICT networks, devices and library services are maintained by:
 - a) Maintaining the network of seven libraries in partnership with Aura - by March 2023
 - b) Increasing usage of online resources for children and young people - by March 2023
- Children have access to play opportunities by:
 - a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023
 - b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023
- Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023

- Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023
- Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023
- Maintaining access to Free Swimming to help tackle health inequalities – by March 2023

Associated Risks:

- Risks to be confirmed

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	100%	100%
Number of libraries open	7	7
Usage statistics of online resources for children and young people	15,117	15,875
Total number of children pre-registered for Summer Play Scheme	2,712	2,500
Total number of children pre-registered for community and school play sessions/support	349	300

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Food Poverty	People who are not able to access food that meets their daily nutritional needs and requirements	Chief Officer Housing and Assets

Achievement Actions:

- Everyone in Flintshire has access to affordable, good fresh food by:
 - a) Developing a “Well Fed at Home service” - by December 2022
 - b) Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023
 - c) Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023

Associated Risks:

Risks to be confirmed

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Numbers of residents enrolled in the “Mobile Meals” service	27	24
Number of residents supported by the “Hospital to Home” meals service	27	24

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Fuel Poverty	Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE06 – Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Total number of households receiving energy efficiency support	1,293	1,200

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Digital Poverty	Inability to interact fully in a digital world when, where and how an individual needs to	Chief Officer Planning, Environment and Economy, Chief Officer Governance, Chief Executive
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Supporting people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve - by March 2023 Providing free of charge public access to the internet and devices where necessary at Flintshire Connects Centres, Aura library services and the four Leisure Centres - by March 2023 Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 Increasing take-up of digital learning opportunities supported by Aura - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> CG04 – Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects PE04 – Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
People can access Council information digitally to develop and retain their digital skills – the number of online transactions received by the Council	93,742	60,000
The number of subscriptions to <i>My Account</i>	22,902	27,500
Percentage of libraries providing free of charge internet access	100%	100%
Number of devices available for loan through Aura Libraries	77	77

Total loans of devices	76	85
Number of registered learners	69	75
Number of sessions provided	210	225
Number of online transactions across the Council	93,742	60,000
Number of eforms available online to enable people to apply, report and pay for Council services	130	160

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Housing support and homeless prevention	Offering support to people to retain their housing and live well and avoiding homelessness	Chief Officer Housing and Assets
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023 • Promoting housing support and homeless prevention services with our residents and partners - by March 2023 • Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 • Ensuring when homelessness does occur, it is rare, brief and non-recurring - by March 2023 • Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 • Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery by - March 2023 • Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • HA09 – Increases in Homelessness impacts on workforce capacity increased risk of legal challenge and budgets (Discretionary Housing Payments, and Spend to Save Prevention Funds) 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of presentations to the homeless service	1,372	1,400
Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014	63%	65%
Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014	57%	45%

Number of households accommodated by the Council under Housing Wales act 2014 homeless duties	101	100
Average length of stay for those households in interim homeless accommodation under Housing Wales Act 2014	117	130
Number of referrals received through the Housing Support Gateway	1,328	1,400

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Housing Needs and Housing Options	Helping people to explore their housing options so they can access the right homes to meet their needs	Chief Officer Housing and Assets

Achievement Actions:

- Promoting Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023
- Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023
- Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 [Linked to Poverty](#)
- Reviewing our sheltered housing stock to ensure that it continues to meet the needs of current and prospective tenants - by March 2023

Associated Risks:

- HA44 – SARTH register demand increases creating unmet need due to shortages of existing social housing (Flintshire County Council and Partners)

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of applicants on the Common Housing Register	2,401	2,400
Customer satisfaction data for the Housing Register Service	32%	40%
Number of applicants rehoused via SARTH by All Housing Partners	619	620
Number of applicants rehoused via SARTH by Flintshire County Council	441	440
Number of households rehoused with significant adaptations requirements	10	10

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Social Housing	Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral	Chief Officer Housing and Assets, Chief Officer Planning, Environment and Economy

Achievement Actions:

- Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023
- Increasing the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023
- Ensuring that the Council housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2022 [Linked to Green and Environment](#)
- Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 [Linked to Green and Environment](#), [Linked to Poverty](#)
- Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 [Linked to Green and Environment](#)
- Supporting our tenants to access technology and create sustainable digital communities - by March 2023 [Linked to Poverty](#)
- Listening to our tenants and working with them to improve our services, homes and communities - by March 2023

Associated Risks:

- HA20 – Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource
- New Risk – Delays in the pre-construction process due to planning and Sustainable Drainage Approval Body (SABS) Applications
- New Risk - Delays to the construction phase caused by further Covid-19 outbreaks and/or BREXIT related supply chain issues

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of Council Homes under construction	77	77
Number of Council Homes completed	0	36
Number of Affordable Homes under construction via NEW Homes	0	21
Number of Affordable Homes completed via NEW Homes.	4	0
Number of Residential social landlords (RSL's) homes under construction	N/A	150
Number of Residential social landlords (RSL's) homes completed	N/A	41
To deliver the Welsh Housing Quality Standard to all Flintshire County Council stock by December 2022	100%	100%
Achieving a SAP rating of 65 or above will be one of the key measures to determine whether or not the WHQS standard has been attained.	100%	100%
Total number of Small Disabled Adaptations completed	N/A	320
Average number of days to complete a Small Disabled adaptation	N/A	30
Total number of Discretionary Medium Disabled Adaptations completed	N/A	40
Average number of days to complete a Discretionary Medium Disabled adaptation	N/A	88
Total number of Mandatory Medium Disabled Adaptations completed	N/A	60

Average number of days to complete a Mandatory Medium Disabled adaptation	N/A	88
Total number of Mandatory Large Disabled Adaptations completed	N/A	8
Average number of days to complete a Mandatory Large Disabled adaptation	N/A	330
Total number of Disabled Adaptations completed	N/A	428

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Private Rented Sector	Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities	Chief Officer Housing and Assets Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023 Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023 Mapping Houses of Multiple Occupation (HMO’s) across Flintshire to ensure legal minimum housing standards are met and to improve residents’ quality of life - by March 2023 <p>Associated Risks:</p> <ul style="list-style-type: none"> HA45 – Private landlords face increasing financial pressures leading to instability within the Private Rented Sector, less affordable properties and increased demand and costs for social housing providers and homeless service 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target

Number of inspections of HMOs	18	35
Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation	62	64

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Empty Properties	Bringing empty homes back into use to enhance the local housing market and improve our local communities	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Bringing empty homes back into use through the Empty Homes Loan - by March 2023 Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023 Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> New – Capacity and resilience to deliver the Empty Homes service New – Sustainability of Welsh Government funding to deliver the loan scheme 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
PAM/013 - Percentage of empty private properties brought back into use	3.6%	1.1%

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Carbon Neutrality	A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Climate Change Committee - by September 2022 Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 Developing plans towards net zero carbon for our assets in line with Welsh Government guidance’ – by March 2023 Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE11 – Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives and access funding to develop projects 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Council Greenhouse gas emissions	N/A	36,960 tCO2e

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Climate Change and Adaptation	Be more resilient to the changes that have happened due to climate change and prepare for predicted future change	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Reviewing the Council's Flood Risk Management Strategy – by March 2023 • Reviewing the Council's Strategic Flood Consequences Assessment – by November 2022 • Carrying out flood investigations and alleviation works where appropriate – by March 2023 • Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • PE28 - Risk to service delivery through inability to recruit into vacant posts 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
There are no measures listed for this area	N/A	N/A

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Fleet Strategy	Reducing the environmental impact of our fleet	Chief Officer Streetscene and Transportation
Achievement Actions: <ul style="list-style-type: none"> Converting the authority's fleet to electric and alternative fuels (hydrogen etc) - by March 2023 		
Associated Risks: <ul style="list-style-type: none"> ST40 - Interruption of available fuel to sufficiently operate fleet vehicles *ST40a - Increasing fuel costs due to instability in the fuel market 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Introduce electric vehicles into the recycling fleet	0	2

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Green Environment	Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023 • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023 • Delivery of green infrastructure projects under the Local Places for Nature grant funding stream – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • PE12 - The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of Green infrastructure improvement projects and planting	N/A	10

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Green Access	The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2023 • Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • New – Bid to Welsh Government Access Improvement Grant is not approved and the impact on the ability of the service to deliver the improvements 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of Kissing Gates and barriers removed from Public Rights of Way	N/A	30

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Renewable Energy	The promotion and support of renewable energy opportunities across the Council Estate and wider communities.	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE11 – Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives and access to funding to develop projects 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Council Greenhouse gas emissions	N/A	36,960 tCO2e

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Active and Sustainable Travel Options	Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel	Chief Officer Streetscene and Transportation
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Promoting the use of public transport through the further development of the Council's core bus network - by March 2023 Linked to Economy Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy Developing the County's electric car charging network - by March 2023 Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> ST24a - Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Introduce Electric Charging points at key locations across the County	4	17
Develop multi- modal transport hub at Garden City	0	1

Theme: Green Society and Environment

Well-being Objective: Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Circular Economy	Support and promote the Welsh Government’s strategy to create a sustainable, circular economy in Flintshire	Chief Officer Streetscene and Transportation
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Achieving Welsh Government recycling targets - by March 2023 Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 Supporting and promoting the Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Working in partnership, actively support and engage with community led groups by developing recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> ST28 - Unable to accept and process waste and recycling due to the loss of Environmental Permit ST28a - Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications ST36a - Loss of key suppliers or partner organisations to deliver key operational services due break in operations (fire, loss of permit, sickness) ST41 - Unable to dispose of waste and recycling products due to end producer availability ST50 - Inability to achieve national recycling targets due to increased residual waste tonnages collected 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target

Percentage of waste reused, recycled or composted	62%	70%
Average Recycling rate across Household Recycling Centres (HRCs)	80.02%	80%
Introduce an electronic labelling system for waste collection services	N/A	1

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Town Centre Regeneration	Regenerate and re-invent our town centres	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 Encouraging and supporting investment in town centre properties especially to facilitate more sustainable uses - by March 2023 Linked to Affordable and Accessible Housing Improving the environment in town centres - by March 2023 Supporting the growth of community enterprises in town centre locations - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE03 – Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
There are no measures listed for this area	N/A	N/A

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Business	Enable business continuity and encourage appropriate investment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Engaging town centre small businesses and improve support packages available to them - by March 2023
- Supporting small and/or local businesses to engage with public sector procurement opportunities – by March 2023
- Supporting recovery of the County’s street and indoor markets - by March 2023
- Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023
- Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023
- Increasing the scale and impact of the social business sector - by March 2023
- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 [Linked to Green Society and Environment](#)

Associated Risks:

PE03 – Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of small or micro businesses receiving support	2,495	300
Number of social enterprises receiving support	41	45
Number of local businesses supported to reduce their carbon footprint and become more resource efficient	10	30

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Transport Connectivity	Develop and promote effective transport connectivity while supporting recovery and economic growth	Chief Officer Streetscene and Transportation
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> ST24a - Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain ST49 - Inability to deliver transport and highway network schemes due to service capacity and resilience ST49a - Inability to deliver National Welsh Government transport and highway schemes due to insufficient capacity, resources, contractors 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of bus quality partnerships on the core network	0	1
Number of schemes delivered through the Welsh Government Active Travel Fund	3	3

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Digital Infrastructure	Ensure the digital networks facilitate and support recovery and growth	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 Connecting further rural communities to improved digital infrastructure - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE24 Failure to deliver the Flintshire element of the Regional Growth Deal 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
There are no measures listed for this area	N/A	N/A

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Local Development Plan (LDP) Targets	Achieve LDP policy objectives for growth, protection and enhancement	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Ensuring timely adoption of the LDP once Inspector’s Report received - by December 2022 • Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 • Maintaining and update the LDP Housing Trajectory in line with planning decisions made - by March 2023 • Making decisions at Planning Committee in line with the adopted LDP - by March 2023 • Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • New Risk – Local Development Plan is not adopted within 8 weeks following receipt of Inspector’s report 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of calendar weeks for the adoption of the Local Development Plan following receipt of the Inspector’s report	N/A	8

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Spending money for the benefit of Flintshire	Grow our local economic vitality through social value commitments and procurement strategy	Chief Executive
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council's procurement activities – by March 2023 Supporting supply chain partners to measure and convert their social value offerings through procurement commitments, into real and tangible benefits for local residents and communities – by March 2023 Reviewing the Social Value Strategy to identify further opportunities to maximise social value across the Council, its services and expenditure – by March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> New -Demand and capacity to deliver New - Foresight of systemised contracts register/ planned procurement New - Impact caused by political and economic changes such as Brexit and COVID-19 recovery 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of contracts delivering community benefits	69	60
Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measures (TOMs) Framework	£2,854,266.00	£2,400,000.00

Please Note: Targets for 2022/23 are reduced in line with capacity and the current resource in place as formally agreed by Chief Officer Teams and Cabinet in January 2022. The measures have been calculated based on previous years, and are our best conservative estimate. This is subject to the demand for the service, and to the types of individual contracts procured within the financial year in terms of size, scope, duration and value of the contract, to ensure social value can be included, and which is proportionate and achievable. Therefore, the targets may slightly increase or decrease for this reason.

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery and growth

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Reducing worklessness	Work with our partners to support individuals to gain employment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 [Linked to Poverty](#)
- Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 [Linked to Poverty](#)

Associated Risks:

- Difficulties in filling vacancies due to tight labour market

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of individuals entering employment, learning or volunteering	153	247
Number of individuals receiving support	367	600

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Independent Living	People will be supported to live as independently as possible through the right type of support, when they need it	Chief Officer Social Services
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Developing a plan to provide additional placements for step down care within our in-house provision – by March 2023 • Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 • Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential – by March 2023 • Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold - by March 2023 • Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership – by March 2023 • Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services: <ul style="list-style-type: none"> ○ Milestone: Clear pathways established - by 31 March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • SS037 - Vacancy pressures across Social Services due to local, regional and national difficulties in recruitment and retention of qualified and experienced social workers, occupational therapists and direct care staff impact on service delivery 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of Microcare providers	24	34
Number of Microcare customers	N/A	34

Direct Payments as a % of home-based services	39	38
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	100%	98%
Percentage of requests for equipment that meet or exceed the national 7 Day standard	100%	80%
Percentage of equipment that is re-used	92	70%
Number of courses delivered by the Learning Partnership	N/A	TBC - Baseline year
Number of attendees for courses delivered by the Learning Partnership	N/A	TBC - Baseline year

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Safeguarding	Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community	Chief Officer Social Services
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Continuing to promote the corporate e-learning package – by March 2023 Preparing for the implementation of the new Liberty Protect Safeguard procedures – by March 2023 		
<p>Associated Risks:</p> <p>SS06 - Some individuals are illegally detained awaiting Liberty Protection assessments because there is insufficient capacity to absorb the introduction of Community assessments</p> <p>SS19 - More children and families experience ACE's (Adverse Childhood Experiences) as family relationships breakdown, or become strained, due to the pressures of lockdown and rising financial pressures</p>		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
The percentage of adult safeguarding enquiries that met the 7 day timescale	92.5%	92%
The percentage of children who were reported as having run away or gone missing from home who were offered a return interview	100%	100%
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	N/A	98%
The percentage of Pre-birth assessments completed within timescales	N/A	93%

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Direct Provision to support people closer to home	The services we provide so people can access the support they need in their local community	Chief Officer Social Services
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire - by March 2023 Continuing to grow our in-house homecare service to support more people to live at home - by March 2023 Continuing to grow our in-house fostering service to support more looked after children - by March 2023 Developing an action plan for the progression of the advocacy priority – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> SS01 - Expenditure on out of county placements increases as placement costs increase in a demand led market SS10 - Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market SS21 - Targets for Mockingbird are missed due to a failure to recruit foster carers to the scheme given the constraints on completing assessments for carers and providing training SS22 - An insufficient supply of placements leads to young people being placed in unregulated settings 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Rate of people over 65 helped to live at home per 1,000 population	33	34
Number of new foster carer approvals in the year	8	5
People with a learning disability accessing Project Search to improve their employability skills	6	12

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Local Dementia Strategy	Continuing to improve the lives of people living with dementia in Flintshire	Chief Officer Social Services
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> Risks to be confirmed 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of people supported through the Dementia Strategy	600	810

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
A well-connected, safe and clean local environment.	Resilient communities where people feel connected and safe	Chief Officer Streetscene and Transportation,
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023 Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment Working with two local communities to inform a long-term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023 Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> Improving mental well-being and resilience – by March 2023 Promoting healthy behaviours – by March 2023 Securing a healthy future for the next generation – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> *ST43a - An increase in environmental crime (littering, dog fouling, side waste) due to increased footfall in public and open spaces and residents not disposing of waste appropriately 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Achieve minimum level of agreed Streetscene standards	85%	85%
Number of targeted environmental educational campaigns	3	2

Number of community engagement events to promote improved Local Environmental Quality	2	2
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Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Educational Engagement and Achievement	Providing diverse learning opportunities to support educational achievement in schools and communities	Chief Officer Education and Youth
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Maintaining support for the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment - by March 2023 • School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023 • Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023 • Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • EY25 - Schools insufficiently prepared to implement new curriculum which impacts adversely on learners • EY12 - Deteriorating school buildings adversely impacts on curriculum delivery • EY26 - Ineffective school leadership results in poor pupil outcomes which increases risk of schools being placed in statutory Estyn categories • EY27 - School leadership and governance is ineffective due to lack of engagement in professional development and support programmes • EY30 - Increased numbers of young people not in Education, Training and Employment due to lack of pupil engagement • EY29 - Reduced performance in Science, Technology, Engineering and Math's subjects at post 16 could impact on access to local apprenticeships and progression into higher education • EY31 - Increase in young people subject to intervention by the Youth Justice Services due to the impact of school closures and revised service delivery models. • EY32 - Young people in the Youth Justice Service not accessing minimum statutory education offer due to lack of pupil engagement 		

Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Percentage of schools maintaining progress against key milestones in implementation of the new curriculum	100%	100%
Reduction in the number of permanent exclusions	9	25
Reduction in the number of fixed term exclusions	1,025	1,150
PAM/008 Percentage of pupil attendance in secondary schools	88.78%	89%
PAM/007 Percentage of pupil attendance in primary schools	92.7%	93%

Please note: - Measures for exclusions and attendance for the Council Plan 22/23 will be for the academic year 21/22 - reported in October 2022.

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Digital Learning Opportunities	Supporting education engagement and achievement through proactive use of accessible digital media	Chief Officer Education and Youth, Chief Executive
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023 Upskilling employees within the Education and Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023 Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023 Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> New - Hwb transformation programme deadlines are not met and schools do not have an effective digital strategy in place for December 2023 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of learners registered for digital learning opportunities	69	75

Number of digital learning sessions provided in English	21	25
Number of digital learning sessions provided in Welsh	0	5
Number of Adult Community Learning sessions provided in English	210	250
Number of Adult Community Learning sessions provided in Welsh	0	5
Number of Adult Community Learning attendees	408	450

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Learning Environments	Creating aspirational and flexible learning environments	Chief Officer Education and Youth Chief Executive
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 Seeking Council approval to progress B and B Wales Government 21st Century Schools Investment Programme - by March 2023 Progressing the development of a new premises plan for the North East Wales Archive – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> EY11 - Fluctuating pupil demography impacts on sufficiency of school places EY12 - Deteriorating school buildings adversely impacts on curriculum delivery EY13 - Inability to fully deliver on Welsh Government 21st Century School Building Programme due to financial, workforce and contractor implications EY24 - Inability to meet national archive accreditation standards due to poor quality of the accommodation EY06 - Insufficient funding to deliver new archive premises 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Percentage of community space used in re-developed Flint Library and Wellbeing Hub	75%	75%

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Learning Community Networks	Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices	Chief Officer Education and Youth, Chief Executive
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service – by March 2023 Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023 Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023 Working with Adult Community Learning and Flintshire Learning Recovery and Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023 Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023 Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> EY34 - Adult Community Learning Partnership with Wrexham County Borough Council is not effective in procuring suitable providers to deliver quality learning opportunities for participants EY35 - Adult Community Learning Partnership Delivery Plan is ineffective in ensuring engagement and achievement of adult learners 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of Adult Community Learning sessions provided	210	255

Number of libraries offering learning and development opportunities	7	7
Number of courses accessed through Open Learn	N/A	50
Percentage of Aura libraries offering an Open Learn Champion	100%	100%

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Specialist Educational Provision	Extending local capacity to support learners with Additional Learning Needs (ALN)	Chief Officer Education and Youth
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023 • Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023 • Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • EY15 - Non-compliance with the Additional Learning Needs Education Tribunal (ALNET) Act 2018 • EY04 - Increased financial costs to the Inclusion Service due to legal challenges • EY05 - Insufficient financial resources to support children and young people’s emotional health • EY16 - Failure to make statutory provision for learners with special educational needs due to resource availability • EY19 - Insufficient local education provision to support learners with mental health needs • EY20 - Increased number of Special Educational Needs Tribunals due to inability to meet the statutory assessment process and accurately identify individual needs 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Percentage of schools maintaining progress against key milestones in the ALN reforms	85%	100%

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Welsh Education Strategic Plan (WESP)	Working with schools and partners to support the Welsh Government’s strategy to enable one million Welsh speakers by 2050	Chief Officer Education and Youth
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Continuing to increase the capacity and take up of Welsh medium education to achieve Welsh Government targets - by March 2023 Continue to improve the Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum - by March 2023 Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood - by March 2023 Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council’s Welsh Language immersion programme – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> EY17 - Failure to meet the statutory targets in the Welsh in Education Strategic Plan due to insufficient parental take up of Welsh medium education EY28 - Ineffective school leadership results in standards of Welsh in schools falling below the national average 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of pupils in year 1 in Welsh medium education	N/A	130
Number of Year 11 pupils studying Welsh	N/A	103

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2022/23:

Priority	Definition	Lead Officer (s)
Well-being	Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being	Chief Officer Education and Youth
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 • Supporting all secondary schools to complete the School Health Research Network survey in 2022 <ul style="list-style-type: none"> ○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023 • Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023 • Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023 • Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • EY05 - Insufficient financial resources to support children and young people’s emotional health • EY19 - Insufficient local education provision to support learners with mental health needs 		
Achievement Measures	Baseline Data (2021/22)	2022/23 Target
Number of schools who have enrolled with the National Nurturing Schools Programme and completed the training	15	15

Council Plan 2022/23

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs		
Income Poverty Definition: People on low income who are unable to meet day to day living costs	<ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ol style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023 d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023 	<ul style="list-style-type: none"> • Housing & Assets 	<ul style="list-style-type: none"> • Lead - Corporate Resources • Sub Lead - Community Housing and Assets
Child Poverty Definition: Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life	<ul style="list-style-type: none"> • The cost of sending children to school is reduced by: <ol style="list-style-type: none"> a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023 b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023 c) Maximising take-up of the school uniform grant – by March 2023 d) Developing a network of school uniform exchanges across the county supported by 	<ul style="list-style-type: none"> • Education & Youth • Aura Leisure & Libraries MD / Chief Executive 	<ul style="list-style-type: none"> • Lead - Corporate Resources • Sub Lead - Education, Youth and Culture

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<p>enhanced web and social media promotion – by March 2023</p> <ul style="list-style-type: none"> • Free access to books, ICT networks, devices and library services are maintained by: <ol style="list-style-type: none"> a) Maintaining the network of seven libraries in partnership with Aura - by March 2023 b) Increasing usage of online resources for children and young people - by March 2023 • Children have access to play opportunities by: <ol style="list-style-type: none"> a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023 b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023 • Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023 • Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023 • Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023 • Maintaining access to Free Swimming to help tackle health inequalities – by March 2023 		

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>Food Poverty</p> <p>Definition: People who are not able to access food that meets their daily nutritional needs and requirements</p>	<ul style="list-style-type: none"> Everyone in Flintshire has access to affordable, good fresh food by: <ol style="list-style-type: none"> Developing a “Well Fed at Home service” - by December 2022 Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023 Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023 	<ul style="list-style-type: none"> Housing & Assets 	<ul style="list-style-type: none"> Lead - Corporate Resources Sub Lead - Community Housing and Assets
<p>Fuel Poverty</p> <p>Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty</p> <p>Affordable and accessible housing</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Lead - Corporate Resources Sub Lead - Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>Digital Poverty</p> <p>Definition: Inability to interact fully in a digital world when, where and how an individual needs to.</p>	<ul style="list-style-type: none"> • Support people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve – by March 2023 • Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres, Aura library services and the four leisure centres – by March 2023 • Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023 	<ul style="list-style-type: none"> • Governance • Aura Leisure & Libraries MD / Chief Executive 	<ul style="list-style-type: none"> • Lead - Corporate Resources
Theme Name	Affordable and Accessible Housing	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>Description/ Well-being Objective</p>	<p>Housing in Flintshire meeting the needs of our residents and supporting safer communities</p>		
<p>Housing support and homeless prevention</p> <p>Definition: Offering support to people to retain their housing and live well and avoiding homelessness</p>	<ul style="list-style-type: none"> • Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023 • Promoting housing support and homeless prevention services with our residents and partners - by March 2023 • Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 • Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023 	<ul style="list-style-type: none"> • Housing & Assets 	<ul style="list-style-type: none"> • Community Housing & Assets

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<ul style="list-style-type: none"> Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023 Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023 		
<p>Housing Needs and Housing Options</p> <p>Definition: Helping people to explore their housing options so they can access the right homes to meet their needs</p> <p>Poverty</p>	<ul style="list-style-type: none"> Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023 Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023 Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 Linked to Poverty Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023 	<ul style="list-style-type: none"> Housing & Assets 	<ul style="list-style-type: none"> Community Housing & Assets
<p>Social Housing</p> <p>Definition: Working with housing partners to develop and invest in affordable housing - with modern methods</p>	<ul style="list-style-type: none"> Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023 Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023 Ensuring that the Council’s housing stock meets the Welsh Housing Quality Standard and achieves a 	<ul style="list-style-type: none"> Housing & Assets 	<ul style="list-style-type: none"> Community Housing & Assets

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>of construction, and a commitment towards carbon neutral</p> <p>Poverty</p> <p>Green and Environment</p>	<p>minimum SAP energy efficiency rating of 65 - by December 2022 Linked to Green and Environment</p> <ul style="list-style-type: none"> Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 Linked to Green and Environment, Linked to Poverty Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 Linked to Green and Environment Supporting our tenants to access technology and create sustainable digital communities - by March 2023 Linked to Poverty Listening to our tenants and working with them to improve our services, homes and communities - by March 2023 		
<p>Private Rented Sector</p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023 Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023 Mapping Houses of Multiple Occupation (HMO’s) across Flintshire to ensure legal minimum housing 	<ul style="list-style-type: none"> Housing & Assets 	<ul style="list-style-type: none"> Community Housing & Assets

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	standards are met and to improve residents' quality of life - by March 2023		
Empty Properties Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities Economy	<ul style="list-style-type: none"> • Bringing empty homes back into use through the Empty Homes Loan - by March 2023 • Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023 • Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 • Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy 	<ul style="list-style-type: none"> • Housing & Assets • Planning, Environment & Economy 	<ul style="list-style-type: none"> • Community Housing & Assets • Environment & Economy
Theme Name	Green Society and Environment	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Description/ Well-being Objective	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.		
Carbon Neutrality Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this	<ul style="list-style-type: none"> • Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by September 2022 • Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 • Developing plans towards net zero carbon for our assets in line with Welsh government guidance' – by March 2023 	<ul style="list-style-type: none"> • Planning, Environment & Economy 	<ul style="list-style-type: none"> • Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
central to Covid-19 recovery	<ul style="list-style-type: none"> Working with Flintshire's leisure and culture trust partners to reduce carbon emissions – by March 2023 		
Climate Change Adaptation Definition: Be more resilient to the changes that have happened due to climate change and prepare for predicted future change	<ul style="list-style-type: none"> Reviewing the Council's Flood Risk Management Strategy – March 2023 Reviewing the Council's Strategic Flood Consequences Assessment – November 2022 Carrying out flood investigations and alleviation works where appropriate – March 2023 Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy
Fleet Strategy Definition: Reducing the environmental impact of our fleet	<ul style="list-style-type: none"> Converting the authority's fleet to electric and alternative fuels (hydrogen etc) - by March 2023 	<ul style="list-style-type: none"> Streetscene & Transportation 	<ul style="list-style-type: none"> Environment & Economy
Green Environment Definition: Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.	<ul style="list-style-type: none"> Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023 Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023 Delivery of green infrastructure projects under the Local Places for Nature grant funding stream – March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>Green Access</p> <p>Definition: The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> • Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2023 • Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2023 	<ul style="list-style-type: none"> • Planning, Environment & Economy 	<ul style="list-style-type: none"> • Environment & Economy
<p>Renewable Energy</p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p>Economy</p>	<ul style="list-style-type: none"> • Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 • Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy 	<ul style="list-style-type: none"> • Planning, Environment & Economy 	<ul style="list-style-type: none"> • Environment & Economy
<p>Active and Sustainable Travel Options</p> <p>Definition: Provide opportunities for increasing levels of walking and</p>	<ul style="list-style-type: none"> • Promoting the use of public transport through the further development of the Council's core bus network - by March 2023 Linked to Economy • Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy • Developing the County's electric car charging network - by March 2023 	<ul style="list-style-type: none"> • Streetscene & Transportation 	<ul style="list-style-type: none"> • Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p>Economy</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being 		
<p>Circular Economy</p> <p>Definition: Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire</p> <p>Poverty</p> <p>Personal and Community Well-being</p> <p>Education and Skills</p> <p>Economy</p>	<ul style="list-style-type: none"> Achieving Welsh Government recycling targets - by March 2023 Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills 	<ul style="list-style-type: none"> Streetscene & Transportation 	<ul style="list-style-type: none"> Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<ul style="list-style-type: none"> Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy 		
Theme Name	Economy	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Description/ Well-being Objective	Enabling a sustainable economic recovery and growth		
Town Centre Regeneration Definition: Regenerate and re-invent our town centres Personal and Community Well-being Affordable and accessible housing	<ul style="list-style-type: none"> Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 Linked to Affordable and accessible housing Improving the environment in town centres - by March 2023 Supporting the growth of community enterprises in town centre locations - by March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy
Business Definition: Enable business continuity and encourage appropriate investment	<ul style="list-style-type: none"> Engaging town centre small businesses and improve support packages available to them - by March 2023 Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023 Engaging small businesses and improve support packages available to them - by March 2023 Supporting recovery of the County's street and indoor markets - by March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p data-bbox="129 177 405 245">Green Society and Environment</p>	<ul data-bbox="472 177 1267 624" style="list-style-type: none"> • Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023 • Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023 • Increasing the scale and impact of the social business sector - by March 2023 • Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Green Society and Environment 		
<p data-bbox="129 667 331 735">Transport Connectivity</p> <p data-bbox="129 778 443 995">Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p data-bbox="129 1034 255 1070">Poverty</p> <p data-bbox="129 1107 405 1176">Green Society and Environment</p>	<ul data-bbox="472 667 1267 1034" style="list-style-type: none"> • Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment • Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment 	<ul data-bbox="1301 667 1559 735" style="list-style-type: none"> • Streetscene & Transportation 	<ul data-bbox="1659 667 1917 735" style="list-style-type: none"> • Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Digital Infrastructure Definition: Ensure the digital networks facilitate and support recovery and growth	<ul style="list-style-type: none"> Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 Connecting further rural communities to improved digital infrastructure - by March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy
Local Development Plan (LDP) Targets Definition: Achieve LDP policy objectives for growth, protection and enhancement	<ul style="list-style-type: none"> Ensuring timely adoption of the LDP once Inspector’s Report received - by December 2022 Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023 Making decisions at Planning Committee in line with the adopted LDP - by March 2023 Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy
Spending money for the benefit of Flintshire Definition: Grow our local economic vitality	<ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council’s procurement activities – By March 2023 Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
through social value commitments and procurement strategy	<ul style="list-style-type: none"> Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023 		
Reducing worklessness Definition: Work with our partners to support individuals to gain employment Poverty	<ul style="list-style-type: none"> Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 Linked to Poverty Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 Linked to Poverty 	<ul style="list-style-type: none"> Planning, Environment & Economy 	<ul style="list-style-type: none"> Environment & Economy
Theme Name	Personal and Community Well-being	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Description/ Well-being Objective	Supporting people in need to live as well as they can		
Independent Living Definition: People will be supported to live as independently as possible through the right type of support, when they need it.	<ul style="list-style-type: none"> Developing a plan to provide additional placements for step down care within our in house provision – by March 2023 Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential –by March 2023 	<ul style="list-style-type: none"> Social Services 	<ul style="list-style-type: none"> Social & Health Care

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<ul style="list-style-type: none"> Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold by March 2023 Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership by March 2023 Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services: Clear pathways established - by 31 March 2023 		
<p>Safeguarding</p> <p>Definition: Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> Continuing to promote the corporate e-learning package – by March 2023 Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023 	<ul style="list-style-type: none"> Social Services Chief Executive 	<ul style="list-style-type: none"> Lead - Corporate Resources Sub Lead - Social & Health Care
<p>Direct Provision to support people closer to home</p> <p>Definition: The services we provide so people</p>	<ul style="list-style-type: none"> Setting up a registered Children’s Home to help avoid the need for residential placements outside Flintshire - by March 2023 Continuing to growing our in-house homecare service to support more people to live at home - by March 2023 	<ul style="list-style-type: none"> Social Services 	<ul style="list-style-type: none"> Social & Health Care

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
can access the support they need in their local community	<ul style="list-style-type: none"> Continuing to growing our in-house fostering service to support more looked after children - by March 2023 Developing an action plan for the progression of the advocacy priority – by March 2023 		
Local Dementia Strategy Definition: Continuing to improve the lives of people living with dementia in Flintshire	<ul style="list-style-type: none"> Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023 	<ul style="list-style-type: none"> Social Services 	<ul style="list-style-type: none"> Social & Health Care
A well-connected, safe and clean local environment. Definition: Resilient communities where people feel connected and safe Green Society and Environment	<ul style="list-style-type: none"> Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023 Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment Working with two local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023 Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> Improving mental well-being and resilience – by March 2023 Promoting healthy behaviours – by March 2023 	<ul style="list-style-type: none"> Lead - Planning, Environment & Economy Supported by other Chief Officers 	<ul style="list-style-type: none"> Lead - Environment & Economy Other committees to pick up other priorities

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<ul style="list-style-type: none"> ○ Securing a healthy future for the next generation – by March 2023 		
Theme Name	Education and Skills	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Description/ Well-being Objective	Enabling and Supporting Learning Communities		
Educational Engagement and Achievement Definition: Providing diverse learning opportunities to support educational achievement in schools and communities	<ul style="list-style-type: none"> ● Maintaining support for settings and schools with rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment – by March 2023 ● School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023 ● Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023 ● Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023 	<ul style="list-style-type: none"> ● Education & Youth 	<ul style="list-style-type: none"> ● Education, Youth & Culture

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>Digital Learning Opportunities</p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Poverty</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023 Upskilling employees within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023 Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023 Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023 	<ul style="list-style-type: none"> Education & Youth Aura Leisure & Libraries MD 	<ul style="list-style-type: none"> Education, Youth & Culture
<p>Learning Environments</p> <p>Definition:</p>	<ul style="list-style-type: none"> Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 	<ul style="list-style-type: none"> Education & Youth 	<ul style="list-style-type: none"> Education, Youth & Culture

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
Creating aspirational and flexible learning environments	<ul style="list-style-type: none"> Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023 Progressing the development of a new premises plan for the North East Wales Archive – by March 2023 		
<p>Learning Community Networks</p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the North East Wales Archive to provide a sustainable and resilient service – by March 2023 Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023 Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023 Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023 Working in partnership with Open University Wales to support and signpost library users to Open Learn 	<ul style="list-style-type: none"> Education & Youth 	<ul style="list-style-type: none"> Education, Youth & Culture

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
	<p>courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023</p> <ul style="list-style-type: none"> Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023 		
<p>Specialist Educational Provision</p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023 Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023 Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023 	<ul style="list-style-type: none"> Education & Youth 	<ul style="list-style-type: none"> Education, Youth & Culture
<p>Welsh Education Strategic Plan (WESP)</p> <p>Definition: Working with schools and partners to support the Welsh Government's strategy to enable</p>	<ul style="list-style-type: none"> Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023 Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023 Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 	<ul style="list-style-type: none"> Education & Youth 	<ul style="list-style-type: none"> Education, Youth & Culture

Theme Name	Poverty	Allocated Chief Officer	Allocated Overview & Scrutiny Committee
<p>one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> • Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood – by March 2023 • Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> ○ Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council’s Welsh Language immersion programme – by March 2023 		
<p>Well-Being</p> <p>Definition: Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none"> • Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 • Supporting all secondary schools to complete the School Health Research Network survey in 2022 <ul style="list-style-type: none"> ○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023 • Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023 • Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023 • Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023 • 	<ul style="list-style-type: none"> • Education & Youth 	<ul style="list-style-type: none"> • Education, Youth & Culture

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 26 July 2022
Report Subject	Political Balance
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

It was agreed at the Annual Meeting that a revised political balance calculation would be brought to this meeting. There have been changes to the composition and number of groups since that meeting, and the new Climate Change Committee has also been added to the list of Committees bringing the total number of seats to 135.

RECOMMENDATIONS

1	That the attached political balance allocation is agreed.
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REPORT DETAILS

1.00	POLITICAL BALANCE CALCULATIONS
1.01	As explained at the Annual Meeting seats on the politically balanced Committees must be shared in proportion to the respective size of each group. The Council also <ul style="list-style-type: none"> a) seeks wherever possible to allocate seats in accordance with the expressed preference of Councillors; and b) “disregards” the employment Committees which rarely, if ever, meet
1.02	The Annual Meeting agreed to create a Climate Change Committee which brings the total number of seats across all Committees to 135. There have been changes to the composition and number of groups, with a new group being created.

1.03	<p>Each group expressed the preference of its members and it was possible to allocate most seats in accordance with those preferences.</p> <p>The allocation of seats agreed by Group Leaders is attached at Appendix 1.</p>
1.04	<p>As mentioned in the Annual Meeting report on political balance, the statute on political balance creates a unique legislative veto where the rules are not strictly followed. Our local convention of disregarding the so called employment Committees from the political balance calculations is technically a departure from the rules, though for good reasons. Therefore the attached allocation of seats can only be approved if no Councillor votes against it.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Councillors have been consulted through their groups (and the unaligned Councillor through officers). The Group Leaders have been consulted and agreed the attached allocation.

4.00	RISK MANAGEMENT
4.01	The Council's approach to political balance ensures that each Committee consists of Councillors with an interest in its terms of reference. This helps to ensure higher levels of attendance and input. It also ensures that all committees have a broader spread of membership which contributes to the diversity of views within its membership. All these factors strengthen the quality of decision making.

5.00	APPENDICES
5.01	Appendix 1 - agreed allocation of seats.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Gareth Owens, Chief Officer (Governance) Telephone: 01352 702344 E-mail: gareth.legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

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Political Balance July 2022 - 67 Councillors Final

	Labour			Independents			Conservatives			Liberal			FCC Independent			Non Aligned			New Group			Non Aligned			Total Council	Cross check
No. of councillors	31			22			2			4			4			1			3			0			67	67
% of councillors	46.27%			32.84%			2.99%			5.97%			5.97%			1.49%			4.48%			0.00%			Total Seats	
Notional entitlement	62.46			44.33			4.03			8.06			8.06			2.01			6.04			0.00				
Allocation of seats	63			44			4			8			8			2			6			0			135.00	135.00
Community, Housing & Assets OSC	6	5.55	0.45	4	3.94	0.06	0	0.36	-0.36	0	0.72	-0.72	1	0.72	0.28	0	0.18	-0.18	1	0.54	0.46	0	0.00	0.00	12	12.00
Corporate Resources C	6	5.55	0.45	4	3.94	0.06	0	0.36	-0.36	0	0.72	-0.72	1	0.72	0.28	0	0.18	-0.18	1	0.54	0.46	0	0.00	0.00	12	12.00
Education, Youth & Culture OSC	6	5.55	0.45	4	3.94	0.06	0	0.36	-0.36	1	0.72	0.28	0	0.72	-0.72	0	0.18	-0.18	1	0.54	0.46	0	0.00	0.00	12	12.00
Environment & Econom	6	5.55	0.45	3	3.94	-0.94	0	0.36	-0.36	1	0.72	0.28	1	0.72	0.28	0	0.18	-0.18	1	0.54	0.46	0	0.00	0.00	12	12.00
Social & Healthcare OSC	5	5.55	-0.55	4	3.94	0.06	1	0.36	0.64	1	0.72	0.28	0	0.72	-0.72	1	0.18	0.82	0	0.54	-0.54	0	0.00	0.00	12	12.00
Planning	8	7.87	0.13	6	5.58	0.42	1	0.51	0.49	1	1.01	-0.01	0	1.01	-1.01	1	0.25	0.75	0	0.76	-0.76	0	0.00	0.00	17	17.00
Licensing	6	5.55	0.45	3	3.94	-0.94	0	0.36	-0.36	1	0.72	0.28	1	0.72	0.28	0	0.18	-0.18	1	0.54	0.46	0	0.00	0.00	12	12.00
Audit	2	2.78	-0.78	2	1.97	0.03	0	0.18	-0.18	1	0.36	0.64	1	0.36	0.64	0	0.09	-0.09	0	0.27	-0.27	0	0.00	0.00	6	6.00
Climate Change	5	5.55	-0.55	5	3.94	1.06	0	0.36	-0.36	1	0.72	0.28	1	0.72	0.28	0	0.18	-0.18	0	0.54	-0.54	0	0.00	0.00	12	12.00
Constitution and Democratic	7	7.40	-0.40	5	5.25	-0.25	1	0.48	0.52	1	0.96	0.04	1	0.96	0.04	0	0.24	-0.24	1	0.72	0.28	0	0.00	0.00	16	16.00
Pensions	3	2.31	0.69	2	1.64	0.36	0	0.15	-0.15	0	0.30	-0.30	0	0.30	-0.30	0	0.07	-0.07	0	0.22	-0.22	0	0.00	0.00	5	5.00
Joint Pensions	1	0.46	0.54	0	0.33	-0.33	0	0.03	-0.03	0	0.06	-0.06	0	0.06	-0.06	0	0.01	-0.01	0	0.04	-0.04	0	0.00	0.00	1	1.00
Fire Authority	2	2.78	-0.78	2	1.97	0.03	1	0.18	0.82	0	0.36	-0.36	1	0.36	0.64	0	0.09	-0.09	0	0.27	-0.27	0	0.00	0.00	6	6.00
Total to Group	63	62.46		44	44.33		4	4.03		8	8.06		8	8.06		2	2.01		6	6.04		0	0.00		135	135
Grievance	6	6.01	-0.01	4	4.27	-0.27	1	0.39	-0.61	1	0.78	-0.22	1	0.78	0.22	0	0.19	-0.19	0	0.58	-0.58	0	0.00	0.00	13	13.00
Grievance Appeals	6	6.01	-0.01	4	4.27	-0.27	1	0.39	-0.61	1	0.78	-0.22	1	0.78	0.22	0	0.19	-0.19	0	0.58	-0.58	0	0.00	0.00	13	13.00
Invest + Disc	6	6.01	-0.01	4	4.27	-0.27	1	0.39	-0.61	1	0.78	-0.22	1	0.78	0.22	0	0.19	-0.19	0	0.58	-0.58	0	0.00	0.00	13	13.00

If the allocations come to a total that is too high/low then the numbers along the bottom/on the right change colour

TABLE 2

	Labour			Independent			Conservatives			Liberal Democrats			FCC Independent			Non-Aligned			Non-Aligned			Non-Aligned		
Scrutiny chairs																								
Notional	2.31			1.64			0.15			0.30			0.30			0.07			0.00			0.00		
Actual	2 or 3			1 or 2			0			1			0			0			0			0		

Groups with a seat on cabinet round down, and groups without round up, their entitlement to OSC chairs. In this scenario if Labour are in the cabinet then they have 2 chairs and the Independent group 2. If the Independents are in the Cabinet, then Labour would get 3 chairs in this scenario because their entitlement is higher than any other group, and the Independent Group would get 1.

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 26 July 2022
Report Subject	Notice of Motion on Office Working
Report Author	Chief Executive, Chief Officers for Education, Housing and Community, Governance, Planning, Environment & Economy, Streetscene & Transportation, Social Services and Corporate Managers for Capital Programme & Assets, Finance, People & Organisational Development

EXECUTIVE SUMMARY

The following notice of motion has been received:

“We call upon Flintshire County Council to return all employees who have been working from home during the Pandemic back to the workplace for a minimum of 4 days of the working week, including all meetings and committees of the Council , lets lead by example.

Communication has been very difficult for both members of the Council and also members of the public, we must regain better communication. There are no covid restrictions in place.”

The Council established a policy of agile working in 2018, supported by IT systems that enabled remote working for “desk based” roles. When the COVID pandemic began in 2020 it was illegal for anyone who was not designated a key worker to leave their house or travel. The majority of employees (Streetscene, Social Services, and Education) deliver essential services and the nature of their roles is such that they cannot work remotely so they continued to work from council premises albeit with additional safeguards in place. About 15% of the Council’s workforce were asked to work from home, and the Council’s IT system enabled them to access their systems and telephones as though they were in the office. During that period performance varied across the Council depending on vacancies, sickness absence and the need to deliver childcare whilst schools were closed.

There are a number of benefits that derive from largely hybrid working arrangements, which enable the Council to compete in an increasingly difficult jobs market. Hybrid working also generates monetary, carbon and time savings for the

Council. Employees value hybrid working arrangements and, in a highly competitive jobs market, the Council needs to be able to retain/attract quality staff.

The Council's ability to recruit and retain staff could be harmed by overly rigid working practices. The Council cannot deliver much needed public services without staff.

The notice refers to difficulties in being able to contact staff. It is not specific about whether this is all employees or just employees in specific services. Vacancy rates within the Council will affect telephone cover/ease of access and the capacity for employees to return calls. Existing mechanisms remain in place for councillors to escalate any problems they encounter.

The Council's interim policy on the format for member meetings was agreed by the Constitution and Democratic Services Committee in November 2021. The interim policy was agreed to be largely remote meetings pending a survey of the new councillors in the Autumn 2022. We have now trialled hybrid scrutiny meetings in the council chamber.

RECOMMENDATIONS

1	That Council notes the benefits that have been delivered by hybrid working and the savings this has generated for the Council.
2	That Council recognises that hybrid working can assist it to address the challenges of retaining and recruiting staff in a highly competitive employment market.
3	That Council agrees that employees should work from the location that best suits the task that they are performing and that hybrid working should continue within the bounds of a policy that ensures adequate cover is maintained for services.
4	That councillors escalate any issues contacting officers to team leaders (and then to relevant service manager or chief officer), and note the existing routes for escalating issues.

REPORT DETAILS

1.00	THE NOTICE OF MOTION
1.01	<p>The following Notice of Motion has been received from Councillors Bernie Attridge, Helen Brown, Richard Jones, Dale Selvester and Debbie Owen:</p> <p>“We call upon Flintshire County Council to return all employees who have been working from home during the Pandemic back to the workplace for a</p>

	<p>minimum of 4 days of the working week, including all meetings and committees of the Council , lets lead by example.</p> <p>Communication has been very difficult for both members of the Council and also members of the public, we must regain better communication. There are no covid restrictions in place. “</p>
	BACKGROUND
1.02	The Council has had a longstanding policy on agile working with many “desk based” employees able to transfer their council telephone numbers to other phones and access their IT systems remotely. This enabled the Council to consolidate its office holdings and make significant savings on the cost of premises.
1.03	In March 2020 the first lockdown began and it was illegal for anyone to leave their home or travel unless they were a) a designated key worker and b) they were unable to perform their duties from home. The majority of council employees deliver essential services that cannot be delivered remotely. Services such as Streetscene, Education and Social Services continued to work from Council premises or the homes of service users. A number of essential support staff also continued to work from council premises (such as the IT team who manage the data centre).
1.04	<p>To comply with the legal requirements around 15% of our work force were required to work largely remotely, subject to the nature of the role being performed. Some employees work remotely most of the time but come into Council premises to undertake specific tasks.</p> <p>A small number of public facing services were closed because the public were unable to physically leave home to access those services (eg visitor attractions at Greenfield Valley, the Records office). Where possible those employees were redeployed to other duties in order to maintain or bolster service continuity (e.g. Flintshire Connects staff were transferred to the Contact Centre to help answer the increased number of phone calls, others supported the creation of the North Wales Test, Trace Protect service).</p>
1.05	<p>During the early periods of lockdown employees working remotely had to adjust to the impact of living under lockdown and homeworking, but also to the need to provide childcare and home schooling because they could not send their children to school nor rely on previous social support networks.</p> <p>In addition, employees needed to adapt to rafts of emergency legislation and guidance, whilst trying to redesign service delivery models to meet the changing lockdown restrictions. Additionally new or additional responsibilities were placed on services such as:</p>

	<ol style="list-style-type: none"> 1. Revenues Service processed 3,300 Reliefs and Grants awards in 6 weeks during March and April 2020. 2. IT Colleagues supported NW TTP service with the development of solutions, delivering training, telephony, systems access and provision of equipment and the development of a feeder system for payment in lieu of free school meals, mapping to integrate systems to support those most vulnerable in our society (those shielding). 3. Responding to the changing legislative framework (i.e. Coronavirus Retention Scheme 'Furlough' resulting in successful claims to the value of £1,172,935 for NEWydd and £925,032 for the Theatr).
1.06	<p>Performance during the pandemic varied with some services more affected due to levels of illness, vacancies and childcare. Performance in the corporate contact centre, for example, remained steady or improved (see table below) due to redeployed Flintshire Connects staff who, after training, were able to assist with the increased demand e.g. dealing with enquiries relating to the new Welsh Government shielding scheme.</p> <p>During the initial lockdown in March 2020, the entire Contact Centre team worked from home until June. In July 50% of the team returned to the office (Ty Dewi Sant) to administer card payments which could not be processed remotely. This ratio was assessed taking in to consideration rules around social distancing. With the exception of occasions where the Welsh Government enforced firebreaks, the Contact Centre continued to operate with 50% working from home and 50% office based.</p> <p>Those working from the office were prioritised for new staff, supported by experienced staff. There was also a small number of staff working from the office due to welfare issues. At the present time, 40% of the Contact Centre team continue to work from home which assists with rotas e.g. staff may be asked to start early or work late in response to unexpected sickness (travel time is no longer an issue for staff when making last minute changes to the rota).</p> <p>Performance has varied over the period but due to vacancies within the service and other emergencies e.g. storms during 2021-22, rather than their work location. It is also worth noting that during the pandemic the Contact Centre took on calls to support Planning and Switchboard in its entirety from April 2020 without additional resources.</p> <p>In the table below the months during 2019/20 shown in grey filled boxes were when staff were working full time from council premises. Months marked with an asterisk were when the team was experiencing vacancies. March 2022 (marked with a double asterisk) shows the worst performance due to absence combined with illness, maternity leave, a new process for registering customers for green waste payments and the highest number of calls since the combined contact centre opened.</p>

The Contact Centre had vacancies in October and November 2020 then from May 2021 through to the present time. The team has carried at least one vacancy since May 2021 due to issues recruiting suitable staff including the requirement for Welsh speakers. When new staff are recruited, a period of training follows before they are confident to answer calls about Council services, all new recruits were external applicants.

Corporate Contact Centre Performance

	Calls Offered			Calls Answered (%)		
	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22
Apr	23,453	12,843	18,726	75%	98%	89%
May	22,906	15,542	15,536*	79%	98%	93%
Jun	19,835	20,741	19,460*	81%	97%	86%
Jul	22,517	21,903	17,661*	87%	94%	88%
Aug	19,408	19,606	17,802*	85%	91%	84%
Sep	19,254	20,675	18,615*	90%	91%	86%
Oct	19,214	19,447*	15,731*	93%	94%	84%
Nov	16,205	17,943*	16,809*	93%	96%	83%
Dec	12,260	15,418	12,258*	95%	96%	85%
Jan	19,822	22,169	17,756*	91%	92%	82%
Feb	19,499	23,964	21,736*	88%	86%	73%
Mar	22,434	25,878	26,399**	82%	88%	64%

1.07 Similar levels of performance are shown by services which operate call centre technology for managing their telephone calls, e.g. benefits.

Benefits Service Telephone Performance

	Calls Offered			Calls Answered within 30 seconds (%)		
	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22
	14,380	20,219	19,945	70.61%	88.20%	92.20%
Average delay				2:52	1:23	1:07

Unfortunately, it is not possible to meaningfully monitor performance on calls to direct dial numbers. The data shows calls which have been answered but this includes calls which have gone to voicemail. Anecdotally, we are aware that members and members of the public have experienced issues contacting some officers (see later).

1.08 Performance of key duties were clearly impacted by the lockdown and changes to working models in order to ensure employee safety (e.g. the adoption of secure “bubbles” to prevent employees mingling and thus transmitting the virus). Since those restrictions have eased performance has been restored in services that are still largely working remotely. For example:

1. For 2021/2022 the Revenues Service collected 97.6% of council tax which is the 2nd highest collection rate in Wales.

1.09	<p>Some services have also found that the shift to more digital working has improved the quality of services delivered with greater reach to service users who would not previously have engaged. For example,</p> <ul style="list-style-type: none"> • Adult Safeguarding Strategy meetings convened using virtual facilities were well attended and it was noted that participation improved. • In Children’s Services we had already started virtual Multi Agency Risk Assessment Conference (MARAC) meetings and these have continued, anecdotally children and families reported that they felt more equal in Child Protection Case Conferences and that they could express themselves better. This was particularly true of young people who are comfortable with this virtual communication technology. • Workforce Development Training Team have seen a remarkable increase in the number of courses they can deliver, the number of subject areas and the number of attendees as a result of going on-line: <ul style="list-style-type: none"> ○ Pre-pandemic in 2019/20 the team facilitated over 160 training session on 58 subject areas – fairly typical numbers for previous years limited by space, room availability and travel time / need to maintain cover ○ In 2020/21 the team facilitated over 240 training sessions (50% increase on 2019/20) on 77 subject areas (inc. of 33% on 2019/20) with in excess of 2,500 candidates attending these sessions ○ In 2021/22 they facilitated 321 training sessions (34% increase on 2020/21) on 111 subject areas (inc. of 44% on 2020/21) to over 3,000 • The examination of the Local Development Plan which began in 2021 was held over Zoom which increased participation at all of the sessions. <p>All of this has been achieved on the same budget.</p>
	<p>Benefits of Modern Ways of Working</p>
1.10	<p>There are a number of reasons why your officers believe that retention of modern ways of working, tailored to the needs and functions of each service, is important to the continued delivery of council services. The reasons are considered below under the following themes:</p> <ul style="list-style-type: none"> • carbon emissions from travel • productivity • financial savings • safety, sickness and well being • buildings • workforce and competitiveness in the employment market
	<p>Carbon Emissions from travel</p>
1.11	<p>Since the pandemic we have seen a significant reduction in the number miles claimed by way of expenses by employees on business travel.</p>

		2019 - 2020	2020 - 2021	2021 - 2022
	Miles paid	2,528,085	1,170,583	1,574,561
	% of pre pandemic mileage	100%	46.30%	62.28%
	Reduction in mileage	0%	53.70%	37.22%
1.12	There has been a consequential reduction in carbon emissions associated with this reduction in mileage as follows			
		2019 - 2020	2020 - 2021	2021 - 2022
	Actual CO2 emissions (tCO2e)	722	328	435
	% of pre pandemic emissions	100%	45.43%	60.25%
1.13	The reduction in travel reflects the mileage for which employees are able to claim expenses only. This covers the mileage from their place of work to a meeting, site visit etc. It does not include their home to work mileage. If they were required to travel to council premises before then going on to make a visit this number of miles would increase. Whilst the Council would not have to pay for those miles they would represent avoidable travel miles and thus avoidable CO2 emissions.			
1.14	There will also be employees who do not claim for any mileage because their work related mileage is only from home to their normal place of work. Likewise, should they be required to travel to council premises rather than working from home then their carbon emissions would increase. Using modelling required by Welsh Government it is possible to estimate the impact of requiring all employees to travel to council premises.			
				Carbon Emissions (tCO2e)
	Calculated CO2 emissions from employee commuting 2019-20 (pre-Covid) assuming 5 day working week at an office base			2,409
	Calculated CO2 emissions from employee commuting 2020-21 (during Covid) assuming average 1 day working week at an office base			559
	Calculated CO2 emissions from employee commuting 2021-22 (during/post-Covid) assuming average 2 day working week at an office base			1117

1.15	Reduction in CO2 emissions due to reduced office working 2021-22 (compared with 19/20):			
		Carbon emission reduction (tCO2e)		
	Impact of reduced office working on business travel	287 / 40%		
	Impact of reduced office working on employee commuting	1292 / 53%		
Productivity and creativity				
1.16	<p>The time spent in travelling is not recorded within the expenses claims. Given the significant reduction in miles travelled, however, it is clearly evident that significant time has been saved by employees by not travelling. Likewise, those employees who are based solely at their normal place of work will have made significant time savings by not needing to travel to their place of work and back. That saved time has been ploughed back in to their work for the Council and has helped them to:</p> <ul style="list-style-type: none"> • manage the increased demands on their time generated during the pandemic • adapt to the challenges of needing to provide home schooling/care • improve their work life balance. 			
1.17	<p>Employees who feel trusted to manage their environment, workload and time, tend to feel empowered with increased job satisfaction and reduced absenteeism. Many people find it hard to concentrate in a traditional office environment. Background noise can distract, knocking productivity. For some, video calling from home is an easier way of 'tuning in' to the office. For others, visiting the office on certain days for targeted meetings is the answer. Creative and/or group tasks may be better tackled in the office, with writing or high-concentration tasks done at home where (and when) it's quiet.</p>			
Financial Savings				
1.18	The reduction in mileage claimed by employees saved the Council			
		2019 - 2020	2020 - 2021	2021 - 2022
	Cost of mileage	£937,000	£384,000	£492,000
	Savings compared to pre-pandemic expenses	0	£553,000	£445,000
Safety, sickness and well being				
1.19	The pandemic is not yet over. Infection rates are rising again. Whilst there are fewer fatalities the virus is making people so unwell they are unable to			

	<p>work and they are self-isolating whilst they remain covid positive. In addition, a growing number of employees are suffering long covid. As well as the impact on employees during the illness, there is an inevitable impact on services from sickness absence:</p> <ol style="list-style-type: none"> 1) where posts are back filled with temporary staff there is a cost; and 2) there is greater pressure placed on remaining team members to maintain services where posts are not back filled. <p>During the height of the pandemic overall sickness absence levels fell notwithstanding absences due to coronavirus. There are also anecdotal reports of improved attendance amongst people with chronic long term conditions (such as Crohn's disease, Multiple Sclerosis etc) who have found it easier to manage their conditions whilst working from home. These will also have contributed to the improvement in statistics.</p>								
	<table border="1"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> </thead> <tbody> <tr> <td>Average days absence/FTE (INCLUDING covid)</td> <td>11.05</td> <td>8.08</td> <td>11.87</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22	Average days absence/FTE (INCLUDING covid)	11.05	8.08	11.87
	2019/20	2020/21	2021/22						
Average days absence/FTE (INCLUDING covid)	11.05	8.08	11.87						
1.20	<p>Lastly, of course there is the greater accessibility to work for people with physical disabilities. Without the need to travel or navigate unsuitable buildings they are more able to participate in work. Remote working could therefore remove barriers to them seeking employment with the Council.</p>								
Buildings									
1.21	<p>As a result of agile working, the Council was able to reduce its number of assets and available office space. This resulted in the consolidation of offices and the demolition of Phases 3 and 4 at County Hall. The demolition of Phases 3 and 4 saved £450,000 pa in utilities, national non-domestic rates etc.</p> <p>Office accommodation requirements have been planned on the assumption of a maximum of 70% occupancy rate. That is to say it is assumed that only 70% of the total number of employees will be working in a building at any one time. Attendance strictly in accordance with the notice of motion would equate to 80% occupancy, requiring the provision of 300 more office spaces or 4,400m².</p> <p>The capital cost of those spaces (modelled using Building Cost Information Service (BCIS) 18th June 2022, local admin buildings) would be:</p> <p>4400 x £3,490 pm² = £15.3m + 20% contingencies, Fees, External works, Drainage, demolition and fixed furniture and equipment = £18.4m</p>								

Workforce and competitiveness in the employment market				
1.22	The impact of the pandemic on peoples' expectations and aspirations has been substantial. A number of employees have retired from the workplace earlier than planned or changed roles in order to achieve greater work life balance. Members will be aware from news reports, that this trend is reflected nationally in the number of vacancies available within the employment market.			
1.23	<p>In an Office for National Statistics report (dated 14/06/2022), the number of job vacancies in March to May 2022 rose to a new record of 1,300,000; an increase of 20,000 from the previous quarter, and an increase of 503,900 from the pre-coronavirus (COVID-19) pandemic level in January to March 2020. The ratio of vacancies to every 100 employee jobs maintained a record high of 4.3 in March to May 2022, with 7 of the 18 industry sectors displaying record high ratios.</p> <p>The total number of workforce jobs in the UK in March 2022 rose to an estimated 35.6 million, which, despite being 57,000 below pre-coronavirus December 2019 levels, displayed a record quarterly increase of nearly 412,000.</p>			
1.24	<p>These statistics represent an extremely competitive jobs market where employees are able to “pick and choose”. All managers have reported:</p> <ul style="list-style-type: none"> • difficulty in filling vacancies • needing to advertise multiple times • potential candidates not attending for interview; and • candidates who have been successful at interview, turning down roles for positions elsewhere. 			
1.25	At the same time the Council is experiencing higher turnover rates than ever before:			
		2019/20	2020/21	2021/22
	Turnover (as a percentage of total workforce)	10.29%	10.05	10.53%
1.26	Enforced homeworking during the periods of lockdown changed peoples' and employers' perceptions of what is possible and desirable. For many there will be no mass return to the office. 91% of employers surveyed earlier this year were planning to retain hybrid working in some form.			
1.27	Council employees share those views. Employees were surveyed in August 2020 and March 2021. Those surveys revealed that :			

		August 2020	March 2021
	Number of respondents working from home:	660	621
	How satisfied are you working from home:		
	• Very satisfied	287	300
	• Somewhat satisfied	204	178
	• Neither satisfied nor dissatisfied	64	57
	• Somewhat dissatisfied	46	38
	Ongoing feelings of optimism or pessimism about t continuing to work from home		
	• Optimistic	326	336
	• Pessimistic	78	70
	• About the same	195	166
	Do you have a dedicated workspace at home	460	477
	Has there been an effect on your well-being:		
	• Positive	246	254
	• No real effect	237	204
	How do you feel about returning to the workplace:	Not asked	339
	• I've really adapted and hope it can continue in some form after the pandemic		
	• I can't wait to get back	Not asked	50
1.28	Flexible working can help attract and retain employees, boosting job satisfaction, well-being and staff morale. With no fixed seating and flexible days, many employees now report that they interact with a wider variety of colleagues, offering more scope for inter-departmental collaboration too. The Council must also be mindful of Welsh Government's aspirational target for 30% of the Welsh workforce to work remotely.		
1.29	<p>The risk presented to the Council as an employer by prescribing high levels or overly rigid presence at council premises as a condition of employment are threefold:</p> <ol style="list-style-type: none"> 1) The Council might become less attractive as an employer and the current vacancies would prove more difficult to fill; and 2) In light of employee opinions, the Council risks losing a number of staff at a time when it is already finding it difficult to secure the best candidates; 3) Employees working in understaffed teams will be put under greater pressure and stress, further increasing the risk that they will leave. <p>The Council cannot deliver services without its employees. If the Council cannot fill vacancies then its ability to deliver services, especially where minimum team sizes are required for safety reasons, will be harmed.</p>		

Contacting the Council	
1.30	The notice of motion records difficulties in contacting employees. Councillors have also anecdotally reported receiving similar feedback during the election campaign from residents. By their nature, such reports are typically not specific. It is not therefore clear whether problems exist equally across all services, whether they are confined to some services or whether they are specific to certain teams/employees. The range of possible solutions which follow are therefore, of necessity, broad brush.
1.31	Employees working remotely are able to transfer their office phone numbers to their home telephone or mobile phone. This means that, subject to signal coverage, they should always be able to receive their calls irrespective of where they are working. If an employee is working from home it is the expectation that they are contactable, though they will from time to time have periods when they might need to concentrate on a particular task (such as report writing).
1.32	The Council has always been flexible about the hours which people work, whilst insisting that there must be adequate cover during traditional office hours of 9.00 am until 5 pm for public facing services. Due to the specialised nature of some roles within the Council it is inevitable that, at times, the specific individual who needs to be reached will not be available. This is especially the case where the Council might only employ one person to fulfil a given role or when one person is dealing with a specific (often complex) case. When that person is unavailable due to meetings, leave, sickness etc there will be no one to take a call or respond to an email.
1.33	Inevitably the staff vacancies described above will have an impact on the capacity of employees to respond to calls. This is clearly visible in the performance statistics for the corporate contact centre (see explanation of the impact of vacancies on performance at paragraph 1.06 above). Other teams are small even when at full complement and may thus experience delays in answering calls. For example, the IT Helpdesk team has 3 members and must cover from 08.30 until 17.00 hours (i.e. longer than a normal working day). So there are times when only 1 or 2 members of the team will be taking calls. If any of the team members are off due to leave or sickness that will reduce to cover still further.
1.34	Existing mechanisms are in place to enable councillors to escalate issues including an inability to contact employees. The electronic Who's Who is available to councillors to help them identify the correct person to contact and to whom an issue should be escalated (to team leaders in the first instance). This feature came on line in the second week of May and so would not have been available during the election campaign. Any councillor experiencing difficulties contacting employees should contact the relevant service manager or chief officer to escalate the concern.

1.35	The Customer Contact Service Manager and the Executive Officer are both available to assist councillors experiencing difficulties in contacting officers generally. There is also a specific email address for group leaders to escalate issues within the Planning, Environment and the Economy portfolio on behalf of their group members.
Member Meetings	
1.36	Under the Local Government and elections (Wales) Act 2021 all meetings purely face to face meetings cannot be held. All “committee” meetings (including Council and Cabinet) must be capable of being held in hybrid format.
1.37	The Council is only equipped to undertake hybrid meetings in the council chamber, and none of the other committee rooms yet have the technology. At the request of group leaders we have held some test hybrid scrutiny meetings. Attendance in the chamber itself was low, possibly reflecting current anxieties around rising infection rates. However, the technology and format worked well.
1.38	In November 2021 the Constitution and Democratic Service Committee agreed that meetings would remain largely remote until autumn 2022, when the new councillors could be surveyed on their preference as to format.

2.00	RESOURCE IMPLICATIONS
2.01	The resource implications of requiring employees to work from council offices are set out in the body of the report. The lost savings that would be caused by such a return have not been costed within the MTFS. They would therefore represent an in year pressure for 2022/23 and would add to the existing predicted budget gap of £16.503 m in the budget for 2023/24.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	This report has been shared with Group Leaders.

4.00	RISK MANAGEMENT
4.01	These are addressed within the body of the report.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Gareth Owens, Chief Officer (Governance) Telephone: 01352 702344 E-mail: gareth.legal@flintshire.gov.uk</p>
7.00	GLOSSARY OF TERMS
7.01	None.