

TO: ALL MEMBERS OF THE COUNCIL

Your Ref /
Eich Cyf

U'r Ref / Ein Cyf

Date / Dyddiad / ^{COA} 10/10/2011

Ask for /
Gofynner am Ceri Owen

Direct Dial /
Rhif Union 01352 702350

Fax / Ffacs

Dear Sir / Madam,

A SPECIAL MEETING OF THE FLINTSHIRE COUNTY COUNCIL will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD** on **WEDNESDAY, 26 OCTOBER 2011** at **10:00** to consider the following items.

****Members attention is drawn to the start time of the meeting****

Yours faithfully



Democracy and Governance Manager

AGENDA

1. PRAYERS

2. PRESENTATIONS

A presentation will be made to the following: -

(a) Flintshire Countryside Services Team - Awarded the Rural Wales Award for the work creating a path for walkers and cyclists along the Welsh bank of the River Dee.

(b) Flintshire Transportation Unit - Local Transport Integration Category of the Association of Community Rail Awards - Awarded runner up status in the UK wide Awards which acknowledged

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3. APOLOGIES FOR ABSENCE

4. MINUTES

To confirm as a correct record the minutes of the meeting held on 13 September, 2011 (copy enclosed).

5. DECLARATIONS OF INTEREST

6. ANNUAL PERFORMANCE REPORT 2010/11

Report of Chief Executive enclosed

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 -
TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

The following item is considered to be exempt by virtue of Paragraph(s) 12, 16 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

7. TO CONSIDER A REQUEST FROM A MEMBER FOR A FURTHER
INDEMNITY IN RESPECT OF LEGAL FEES

Report of Monitoring Officer enclosed

FLINTSHIRE COUNTY COUNCIL
TUESDAY 13 SEPTEMBER, 2011

Minutes of the meeting of Flintshire County Council held at County Hall, Mold on Tuesday 13 September, 2011

PRESENT: Councillor H.J. McGuill (Chair)

Councillors: Eng. K. Armstrong-Braun, J.B. Attridge, S.R. Baker, G.H. Bateman, M. Bateman, H. Brown, C.S. Carver, J.C. Cattermoul, E.G. Cooke, D.L. Cox, R. Davies, A.J. Davies-Cooke, G.D. Diskin, Q.R.H. Dodd, C.J. Dolphin, C.A. Ellis, E.F. Evans, J.E. Falshaw, V. Gay, F. Gillmore, R.J.T. Guest, R.G. Hampson, G. Hardcastle, C. Hinds, H.D. Hutchinson, H.T. Isherwood, G. James, R.B. Jones, S. Jones, C. Legg, R.P. Macfarlane, D.I. Mackie, D.L. Mackie, N.M. Matthews, D. McFarlane, A. Minshull, T. Newhouse, M.J. Peers, P.R. Pemberton, N. Phillips, M.A. Reece, I.B. Roberts, A.P. Shotton, N.R. Steele-Mortimer, C.A. Thomas, W.O. Thomas, D.T. Williams, A. Woolley and M.G. Wright

APOLOGIES:

Councillors: L.A. Aldridge, D. Barratt, R.C. Bithell, P.J. Curtis, A.G. Diskin, R. Dolphin, B. Dunn, A.M. Halford, P.G. Heesom, H.T. Howorth, R. Hughes, N. Humphreys, R. Johnson, C.M. Jones, N.M. Jones, W. Mullin, E.W. Owen, H.G. Roberts, L.A. Sharps and D.E. Wisinger

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Director of Community Services, Head of Finance, Head of ICT and Customer Services, Democracy and Governance Manager and Committee Officers

Prior to the start of the meeting the Chair welcomed Members to the first County Council meeting in the newly refurbished Council Chamber. She thanked Neal Cockerton, Stephen Edwards, John Parry, Graham Campbell and Glyn Garbutt from the Project Team and all contractors who had been involved in the refurbishment of the Council Chamber. She asked that if Members had any comments on the seating plan that these be made to their Group Leader for them to be raised at a future Group Leader's meeting.

The Chief Executive also thanked everyone involved in completing the refurbishment to the Council Chamber and reported that improvements had also been made to the sound system and audio equipment.

38. PRAYERS

The meeting was opened with Prayers said by Councillor N. Phillips.

39. PUBLIC QUESTION TIME

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

40. COUNCIL MINUTES

The minutes of the meeting of Flintshire County Council held on the 29th June, 2011 were submitted.

Accuracy

The Democracy and Governance Manager referred to the penultimate paragraph on page 6 of the minutes and said that 'Mercia Road' should read 'Mold Road'.

RESOLVED:

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

41. DECLARATIONS OF INTEREST

No declarations of interest were made.

42. NOTICE OF MOTION

The following Notices of Motion had been received from Councillors Q.R.H. Dodd and C.A. Thomas:-

(i) Councillor Q.R.H. Dodd

"In view of the inherent danger to livestock, farm produce, and the countryside in general caused by the release and launch of Chinese lanterns, this County Council calls upon the Westminster Parliament and/or the Welsh Government to introduce legislation to ban the use of such flying projectiles".

Councillor Q.R.H. Dodd formally proposed the motion and this was duly seconded.

In speaking to his motion, Councillor Dodd reported that concerns around the use of Chinese lanterns had been brought to his attention by local farmers who said that the lanterns were landing on their land and were endangering the lives of their livestock. He also highlighted recent local newspaper reports where young children had been injured whilst releasing Chinese lanterns. Concerns had also been raised by the Lifeboat Association who had mistaken these lanterns as distress flares. He urged all Members to support his motion.

Councillor H.D. Hutchinson thanked Councillor Dodd for raising an important issue. He reported that the Department for Business Innovation and Skills issued information in conjunction with Defra on the use of Chinese lanterns 12 months ago and at that time they did not feel that a ban was necessary but wished to ensure that the products were of sufficiently high quality to reduce the risk associated with them. Despite the good advice,

there were still poor quality lanterns on the market which gave rise to concerns on the following grounds:-

- Any metal parts that land in the countryside were a danger to livestock if they were eaten by the animals directly or became incorporated unseen into winter feed that had been cut and harvested from open fields;
- Lanterns that fall to the ground while still burning were a significant fire hazard; and
- The lantern represents a source of indiscriminate littering.

Councillor Hutchinson supported the motion that Flintshire County Council call upon the Westminster Parliament and/or Welsh Government to introduce legislation to ban the use of Chinese lanterns and said he would arrange for an appropriate letter to be sent to both organisations.

A number of Members spoke in support of the motion and outlined instances where the use of Chinese lanterns had endangered lives. Councillor C.S. Carver spoke in support of the motion and highlighted the danger to low flying aircrafts. He proposed an amendment to the motion that the 'projectiles' be replaced with the word 'devices'. This was seconded by Councillor N.M. Steele-Mortimer. Councillor Eng. K. Armstrong-Braun also proposed an amendment to the motion that legislation be introduced to ban the sale and use of Chinese lanterns as he did not feel that banning the use of them could be enforced. This was seconded by Councillor G. Hardcastle.

Councillor Dodd supported the two amendments and suggested that the motion be circulated to neighbouring Local Authorities who may also wish to give their support. The Chief Executive said that he would encourage neighbouring Local Authorities to give their support to this motion at the next meeting of the Fire Authority.

RESOLVED:

That in view of the inherent danger to livestock, farm produce and the countryside in general caused by the release and launch of Chinese Lanterns, the County Council calls upon the Westminster Parliament and/or the Welsh Government to introduce legislation to ban the sale and use of such flying devices.

(ii) Councillor C.A. Thomas

"Concern exists about the announcement of changes through the operation of the Galw Gofal out of hours service and the implications of those changes. A report on the proposed regional Telecare monitoring service was considered by the Executive on 19 October, 2010 in the absence of the press and public and neither the report nor the minutes of the meeting appear to detail the likely implications to the many other Council services affected.

Galw Gofal is being maintained as a collaborative project between four North Wales Authorities. It is understood that Heads of Service have been told that

Flintshire Care Link will not be continuing to provide the service which has been free of charge in the past and that they have to negotiate a Service Level Agreement with Galw Gofal based in Conwy with almost immediate effect.

This is expected to have a major effect on the budget of our Buildings Maintenance Department including schools maintenance and improvement, the Youth Service, Highways Streetscene, Housing and possibly others.

Council is called on to suspend implementation of these arrangements until the following issues are resolved to the satisfaction of full Council:-

1. Assurances as to the responsibility for the proposed changes particularly as to how the changes were communicated to all Heads of Service and negotiations about Service Level Agreement (SLA) with Galw Gofal.
2. The cost implications to each service affected by the changes.
3. How the new arrangements will operate.
4. When the new arrangements will start for those parts not already in place and in what form those parts already started are being managed”.

The following Members had also signed this notice of motion: Councillors: P.G. Heesom, D. McFarlane, J.C. Cattermoul, P.R. Pemberton, R. Johnson, R. Hughes, E.G. Cooke and T. Newhouse.

Councillor C.A. Thomas formally proposed the motion and this was duly seconded. In speaking to her motion, Councillor Thomas said that it was understood that Care Link would not be continuing to provide the service which had been free of charge in the past and that a SLA had been negotiated with Galw Gofal based in Conwy to provide this service. She raised concern that this would have implications to the budget of the Buildings Maintenance Department, including schools maintenance and improvements, the Youth Service, Highways Streetscene and Housing. During a Streetscene Task and Finish Group there had been some confusion and misunderstanding from officers on the arrangements with Galw Gofal and she raised concern around instances where ambulances had arrived at wrong addresses, which she felt would increase if the service was to be provided from Conwy. Since submitting the notice of motion she had learned that these arrangements had been implemented and would not be suspended but asked if answers could be provided to the questions detailed in the motion. This was seconded by Councillor D. McFarlane.

A suggestion was made that the notice of motion be referred to the Audit Committee. Councillor Thomas asked if the motion could also be considered by the appropriate Overview and Scrutiny Committee as the arrangements had implications for a number of Directorates.

In seconding the motion, Councillor D. McFarlane raised concern that an item on changes to the Galw Gofal out of hour's service had been removed

from the agenda of the Community and Housing Overview and Scrutiny Committee in 2010 without explanation and said that Members should have been informed as these changes progressed.

The Chief Executive said that if questions 1 to 4 in the notice of motion were referred to the Audit Committee, details on the process by which the decision was made together with details on performance and contractual arrangements could be provided to Members. He suggested that Councillor Thomas be invited to speak and take part in the discussions during the Audit Committee meeting. This was proposed and seconded.

Councillor I.B. Roberts, speaking as the Chair of the Audit Committee welcomed the opportunity to consider the process by which the decision was made. He suggested an amendment to the motion to exclude 'Council is called on to suspend implementation of the arrangement until' and to include the words 'That the County Council registers its concern over the implementation of the arrangements and seeks the following information' before the listed questions. Councillor M.J. Peers also welcomed the motion being considered by the Audit Committee and agreed with Councillor Thomas that there had been some confusion and misunderstanding around the future arrangements of the service during a Streetscene Task and Finish Group meeting.

Councillor A. Woolley, Leader of the Council reported that the Executive, at its meeting on 19 October, 2010, endorsed the proposals for a single regional Telecare service and granted delegated authority to enable officers to deliver the new service. He said that answers were available to the questions raised in the motion which could be provided to all Members.

Councillor Eng. K. Armstrong-Braun spoke against the motion as he felt that it was right and proper for the funding of the service to be provided by each of the appropriate Directorates. He also said that the number of complaints received about the service had been very low with the majority of the public pleased with the way in which the service was operating.

Councillor Thomas said that she would raise her concerns and questions at a future meeting of the Audit Committee.

RESOLVED:

- (a) That the questions numbered 1 to 4 in the notice of motion together with the process by which the decision was made be referred to the Audit Committee for consideration at a future meeting.
- (b) That Councillor C.A. Thomas be invited to speak and take part in the discussions during the Audit Committee meeting.

43. CHAIR'S COMMUNICATIONS

Copies of the Chair's communications were available in the Members' room.

The Chair encouraged Members to attend a Casino Night which she had arranged for Friday 23 September, 2011 at the Beaufort Park, New Brighton in aid of her chosen charities; Great Ormond Street Hospital and Macmillan Nurses.

44. PETITIONS

No petitions were submitted.

45. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

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

46. QUESTIONS

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

47. DOG FOULING ON SCHOOL PREMISES

Prior to consideration of this item, the Democracy and Governance Manager reported that the legislation stated in sections 2.03, 3.01 and 3.07 of the report was incorrect and should be amended to read 'Section 5.47 of the Education Act 1996'.

Councillor H.D. Hutchinson introduced a report to update Members on progress being made regarding enforcement against dog fouling taking place on school sites, following discussion at County Council on 29 June, 2011. He gave an update which covered the following areas:-

- The Dog Control Order introduced in 2009 had proved to be successful across the County in reducing the incidences of dog fouling as well as officers and the media raising awareness that this type of anti-social behaviour would not longer be tolerated by the Council.
- An area that had been problematic had been the enforcement of this Order on school premises due to the different access levels given to members of the public across different school sites.
- Since Councillor Dodd's Notice of Motion, consultation had taken place with the schools to give the 'bigger picture' in relation to access and to try to find a solution that would ensure that those who use school playing fields are protected against the dangers of dog fouling.
- The report explained the different circumstances that the enforcement officers and North Wales Police faced at present when attempting to apply the Order on school premises, and it also offered three options

- The next steps in this process would be to consult with the Head Teachers of Primary and Secondary School sites on Member's preferred option. This would take place at their next respective Federation Meetings.
- A full report would then be taken to the Executive for approval along with the timeline for implementation. It was hoped that this report would be considered before February, 2012.

Councillor Q.R.H. Dodd thanked Councillor Hutchinson, the Director of Environment and Team Manager for the progress made on enforcement against dog fouling on school sites. He proposed that the County Council express a preference for option 3, as detailed in the report. This was seconded by Councillor Hutchinson.

Councillor M.J. Peers said that PCSO's currently carried out enforcement for dog fouling and asked for clarification on why approval was needed for them to carry out enforcement on school sites. The Director of Environment explained that under the Education Act 1996 only Police Constables and Council officers could undertake enforcement action under this legislation. Member approval would be needed to extend this to PCSO's.

Councillor Eng. K. Armstrong-Braun spoke in support of option 1, as detailed in the report. He said that this would be in line with Welsh Government (WG) guidelines to encourage all schools to permit access onto their grounds for recreational activity. Councillor P.R. Pemberton also spoke in support of option 1.

Councillor M. Bateman asked who would be liable to pay for the erection of signs prohibiting access onto school sites. The Democracy and Governance Manager said that normally the schools would have to pay for the erection of any signs. The Chief Executive explained that a decision on the options detailed in the report was not required at this meeting. The co-operation of all schools would be sought and decisions on signs could be a recommendation for future discussion with corporate funding.

RESOLVED:

That the approach outlined in the report be approved and that a further report be taken to the Council's Executive by February, 2012

48. COMPACT FOR COLLABORATION BETWEEN WELSH GOVERNMENT AND LOCAL GOVERNMENT

The Chief Executive introduced a report to update Members on the development of a 'Compact' between Local Government and the Welsh Government (WG) for national and regional collaboration.

The Chief Executive gave a presentation on 'Compact for Collaboration' which covered the following areas:-

- Background
- 'Compact' – What is it?
- "The Deal"
- 'Big Tickets' for collaboration
- The picture in North Wales
- Next Steps

Councillor A. Woolley, Leader of the Council proposed the recommendations as detailed in the report. Further progress reports would be presented to future meetings. This was seconded by Councillor H.D. Hutchinson.

Councillor M.G. Wright supported the need for collaboration to ensure public money was better spent without the need to reduce and re-organise Local Authorities across Wales. He commented on the business links between North Wales and North West England and said that there was a need for the North Wales Leadership Board, through collaboration, to recognise the potential to 'sell' the North Wales economy and location.

Councillor J.C. Cattermoul supported that there was merit in collaboration but commented on the earlier notice of motion from Councillor C.A. Thomas that there was a need for all Members to be kept informed of discussions and decisions being made. Councillor S. Jones, as a way of ensuring Members were kept informed, suggested that briefing notes of discussions held at the Regional Partnership Board (RPB) meetings be provided to all Members through Overview and Scrutiny Committee meetings. Views from Members could then be fed back to the appropriate Executive Member.

The Chief Executive reported that Members frequently received update reports on collaboration projects which were provided in the form of a summary of all 4 RPB meetings. North Wales were the only region in Wales with 4 RPB's to include Executive Members input. He said that he would enquire how this information was publicised through Members' Services.

Councillor C.A. Ellis reported that the Social and Health Care Overview and Scrutiny Committee had received update reports on collaboration. She also reported that the collaboration on the Telecare Service would provide savings in the region of £59,000 per annum.

Councillor P.R. Pemberton commented on the need for an evidence based approach to collaboration. He suggested inviting a representative from the Welsh Local Government Association (WLGA) to a future County Council meeting to give a presentation on collaboration. The Chief Executive advised that the objectives of collaboration were to reduce complexity of public service governance, improve public services and achieve sizeable efficiencies. Further updates on the Medium Term Financial Strategy (MTFS) which would

identify efficiencies through regional collaboration would be considered at a future meeting of the Council. Many of the collaboration projects were an Executive function but these would be reported to Members for discussion before the final decision making process.

Councillor R.B. Jones said that there was no mention of Overview and Scrutiny Committees within the report. He felt that it would be useful for the Chairs and Vice-Chairs of all Overview and Scrutiny Committees across all North Wales Local Authorities to gain a better understanding of how each Committee would scrutinise future decisions on collaboration. He proposed that recommendation (3) as detailed in the report be amended to include progress reports being submitted to Overview and Scrutiny Committees as well as County Council meetings. This was seconded by Councillor C.A. Thomas.

The Chief Executive agreed with Councillor Jones's suggestion and agreed that this should be considered further.

Councillor D. McFarlane referred to recommendation (3) as detailed in the report and suggested that the wording 'as appropriate' be removed. This suggestion was supported.

Councillor A.P. Shotton commented that the Beecham Review had been undertaken in order for Local Authorities to assess how to make their funding go further by avoiding the re-organisation of Local Authorities in Wales. He did not feel that all 6 North Wales Authorities were going far enough with collaboration projects and said that further consideration should be given to back office services which could provide further efficiencies. Further consideration was also needed by full Council on future projects, including schools improvements, which was a concern to all members of the public in Flintshire. He referred to comments made by the Leader of the Council in a recent local press article and raised concern that local determination could be lost through the RPB's, which was not why the Beecham Review was undertaken in 2005. The Chief Executive explained that there were many collaboration projects currently being developed throughout all 6 North Wales Authorities and that expectations on collaboration had changed in recent years.

In response to comments around (WG) intervention, the Chief Executive explained that the WG could reduce Local Authority funding if there was a lack of will or progress on collaboration before 2014. He clarified that the interventions seen at Anglesey and Blaenau Gwent Councils were not based on any failure of progress on collaboration.

In response to comments around Welsh medium education; the Chief Executive advised that this would form part of the Regional Framework. The Director of Lifelong Learning commented on the presentation of a new regional school effectiveness and improvement service given at the Lifelong Learning Overview and Scrutiny Committee meeting held on 12 September, 2011. Further work would be carried out before further reports on a full

Business Case would be submitted to a meeting of the Lifelong Learning Overview and Scrutiny Committee and County Council.

Councillor A. Woolley, in summing up, said that the Council needed to deliver collaboration and provide efficiencies in a timely manner and retain what services were valued locally.

RESOLVED:

- (a) That the positive report be noted and the principles and the collaborative actions of the Compact be supported;
- (b) That it be recognised that the North Wales Region and colleagues within Flintshire County Council were already actively committed to working together on seven of the ten Compact actions; and
- (c) That further progress reports be submitted to Council and Overview and Scrutiny Committee meetings.

49. URDD NATIONAL EISTEDDFOD

The Chief Executive introduced a report to inform the County Council of the decision by the Urdd National Eisteddfod to stage the 2016 festival in Flint.

Flint Town Council had expressed an interest in hosting the Urdd National Eisteddfod in the town in 2016. Following a meeting between the Eisteddfod Director, Flint Town Council and County Council representatives in July, 2011, it had been confirmed by the Eisteddfod's Board Committee and the Urdd Council that Flint Town had been successful. In 2013 it was proposed that a public meeting should be held to seek local people's support and fund raising for the Festival. Discussions had taken place between the Urdd and two local landowners adjacent to Flint High School where the Festival site would be located. Flint High School was also fully supportive of the school being used for preliminary events.

Councillor N.M. Steele-Mortimer proposed the recommendations as detailed in the report. He congratulated the Members of Flint Town Council for the work they had carried out in ensuring the Festival would be held in Flint in 2016 and outlined the importance of the Festival for school children across the County.

In seconding the proposal, Councillor I.B. Roberts thanked the Leader of the Council and the Chief Executive for their contribution following Flint Town Council initially expressing an interest in hosting the Festival. He also thanked John Hughes of Flint Town Council who had been working with the Head Teacher of Flint High School to secure this site for the Festival. He also commented that the Festival would provide the opportunity to develop the Welsh language within the County. Councillors D.L. Cox and M.J. Peers also welcomed the report which they felt would bring great benefits to the County.

Councillor A.P. Shotton commented on the National Eisteddfod which had been held in Mold in 2007 and had been well received locally with an upsurge in people joining Welsh learner classes. He thanked Councillor L.A. Aldridge who, during his time as WLGA Leader, had introduced a change for all Local Authorities across Wales to share the cost of holding National Eisteddfod events via the Local Government settlement financial 'set aside'. This enabled smaller Local Authorities in Wales to host the Eisteddfod.

The Chair thanked John Hughes, who was in attendance as a representative of Flint Town Council, for his contribution in bringing the Festival to the town of Flint.

RESOLVED:

- (a) That the County Council warmly welcomed the decision to host the Urdd National Eisteddfod in the County;
- (b) That the County Council work in partnership with Flint Town Council to support the event and promote the town of Flint and County of Flintshire;
- (c) That the County Council establish task groups, at the appropriate time, to include representatives from Flint Town Council to co-ordinate logistical issues such as traffic management, licensing and planning, other services, promotion of the town and County and to maximise linkages with language, cultural, youth and education strategies; and
- (d) That further update reports be presented to the County Council at the appropriate time.

50. SEALING OF DOCUMENTS

RESOLVED:

- (a) That the Chair and Vice-Chairman, the Interim Head of Legal and Democratic Services and Principal Solicitor be authorised to affix the Common Seal of the County Council between meetings of the County Council.
- (b) That the action of the Chair and Vice-Chairman, the Interim Head of Legal and Democratic Services and Principal Solicitor in affixing the Common Seal of the County Council as set out in the seal register numbers 12866 – 13022 be noted.

51. DURATION OF MEETING

The meeting commenced at 2.00 p.m. and ended at 4.20 p.m.

52. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

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

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Chair

SUMMARY OF DECLARATIONS MADE BY MEMBERS
IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S
CODE OF CONDUCT

FLINTSHIRE COUNTY COUNCIL	13 SEPTEMBER 2011
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **SPECIAL MEETING OF THE FLINTSHIRE COUNTY COUNCIL**

DATE : **26 OCTOBER 2011**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT : **ANNUAL PERFORMANCE REPORT 2010/11**

1.00 PURPOSE OF REPORT

1.01 To approve the 2010/11 Annual Performance Report.

2.00 BACKGROUND

2.01 The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its improvement objectives.

2.02 The requirements of the Measure are met through the "forward-looking" documents of the Council (Plan) Governance Framework and the Improvement Plan 2011/12, which set out the vision and priorities for the Council. The second statutory requirement of the Improvement Plan is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.

2.03 The Annual Performance Report must be approved by the full Council before publication. A summary of the Report must also be published for general public circulation.

3.00 CONSIDERATIONS

3.01 The Annual Performance Report for 2010/11 reviews our progress against the improvement objectives as detailed in the Council (Plan) Governance Framework and the Improvement Plan. This assessment takes into consideration assessments of our performance through: -

- Progress against key actions and projects
- Regulatory, audit and inspection activity
- Progress against identified risks and challenges and the key actions to mitigate them
- Performance indicator outturns (trend and target analysis)
- Progress again Flintshire Futures projects
- Surveys.

Date: 19/10/2011

These have been used as key sources of evidence alongside our self assessments of performance.

- 3.02 The statutory requirements as required by the Measure are met with a concentration on the Improvement Objectives. A short presentation will be made to Council outlining how the Annual Performance Report meets these requirements. The presentation will highlight areas of high performance to commend and areas of performance for scrutiny and improvement.
- 3.03 The final Report will be available as a web-based document which will be accessed via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. The summary will be included within the household publication 'Your Community, Your Council.'
- 3.04 The Report has been dispatched in black and white; colour copies can be viewed electronically and are available in the Members' rooms.
- 3.05 The Annual Performance Report was considered by the Council's Executive at its meeting on 18 October.

4.00 RECOMMENDATIONS

- 4.01 To approve the 2010/11 Annual Performance Report.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no specific anti poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

- 8.01 There are no specific equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

- 10.01 Not applicable.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Draft Annual Performance Report 2010/11.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Executive Report - Quarter 4 / Year End Performance Review 2010/11

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk



Annual Performance Report

Adroddiad Perfformiad Blynyddol

2010 - 2011

31 October / 31 Hydref



ANNUAL PERFORMANCE REPORT 2010/11

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8.7 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	60

8.8	To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets	63
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	<ul style="list-style-type: none"> • Strategic Assessment of Risks and Challenges 2010/11 • Flintshire County Council Improvement Priorities • Improvement Assessment – Letter from the Auditor General for Wales • Outturn Performance Indicator 2010/11 Tables • Tables of the 2011/12 Targets • National Performance Bulletin and Flintshire’s Response • Outcome Agreement • Directorate Plans – Community Services, Environment and Lifelong Learning • Overview and Scrutiny Report • Flintshire Social Services Annual Performance Report – July 2011 	

1. Introduction

The annual performance report gives an overview of the performance of the Council during 2010/11 against its priorities, taking into account: -

- progress against key actions and projects
- actual and comparative performance information against nationally set performance indicators
- the 2010/11 year end position on how well the Council is managing the strategic risks and challenges it faces
- the outcomes of external regulatory work and the Council's response to improve governance and public services
- an assessment of achievement of the Council's Outcome Agreement with the Welsh Government (WG)

The publication of this Annual Performance Report fulfils the 'backward looking' part of the statutory requirement to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, fulfils the remaining statutory requirement. The [Improvement Plan for 2011/12](#) was approved by the Council in June 2011.

The Council has made a number of improvements to the corporate governance and management arrangements to enable and support the changes and improvements it has prioritised. These include: -

- completing and setting a Medium Term Financial Strategy and Medium Term Financial Plan
- completion of a Council Plan (Governance) Plan with underpinning governance arrangements
- full participation in the regional collaboration programmes
- maintaining a well established risk management process
- building a resilient approach to business continuity

The Council has clarified local priorities for change and improvement; it is these priorities that form the basis of this Annual Performance Report.

1.1 Flintshire County Council's Priorities

The Council is committed to many strategic and service priorities as a statutory public body and in partnership with others in the public, private and third sectors. During 2009/10 a statement of the priorities of the Administration for the period 2010 to 2012 was produced. The original list of priorities was comprehensive with 10 governance and 30 public service priorities. These priorities were set out in partnership strategies from the County Vision of the Local Strategic Partnership to the Regeneration Strategy; in corporate strategies from Outcome Agreement with the Welsh Assembly Government to the Strategic Assessment of Risks and Challenges; in service plans which are set at Directorate and Divisional level.

During the early part of 2011/12 the Council undertook a review of the original priorities and consolidated them into a primary set of 10 priorities for change and improvement. These 10 priorities were proposed by the Executive to: -

- provide clarity of vision and direction

- give guidance to directorates in the setting of their service/business plans for 2011/12
- set the 'Improvement Objectives' as required by the Local Government (Wales) Measure 2009

The priorities combine commitments to: -

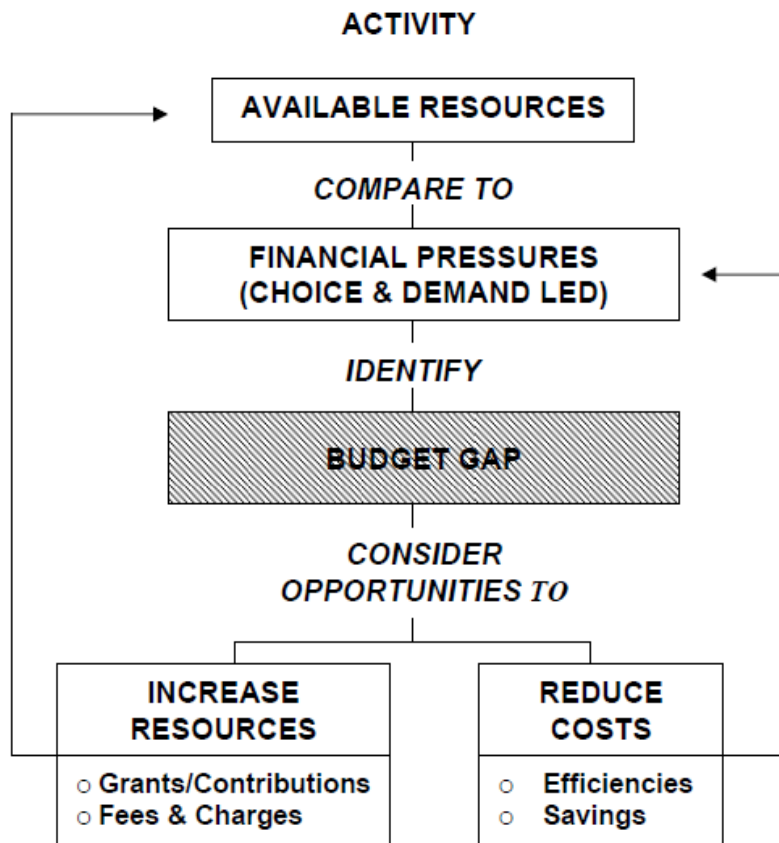
- deal with the big challenges
- change where the Council needs to adapt to meet the needs and expectations of the County and those of the Welsh Government
- improve the way the Council is run and performs

Whilst the list is not exhaustive it is a list of the over-riding priorities of the moment. It should not be assumed that the commitments listed all require new investment. Some commitments will require additional capacity or financial investment; others require improvement by making better use of the resources we already have.

Follow the link to take you to the list of the 10 [Improvement Objectives](#). In addition, section 8 of this report shows the links between the revised set of priorities and the original set.

The Council's first 4 priorities are about the corporate body and how we support and facilitate change and improvement in public services. The forecasting model contained within the Medium Term Financial Strategy (Figure 1) sets out the continuous cycle of service and financial planning to achieve balanced budgets over the medium term. The business model approach to closing the budget gap centres on reducing internal operating costs and minimising the effects on customers and public services.

Figure 1

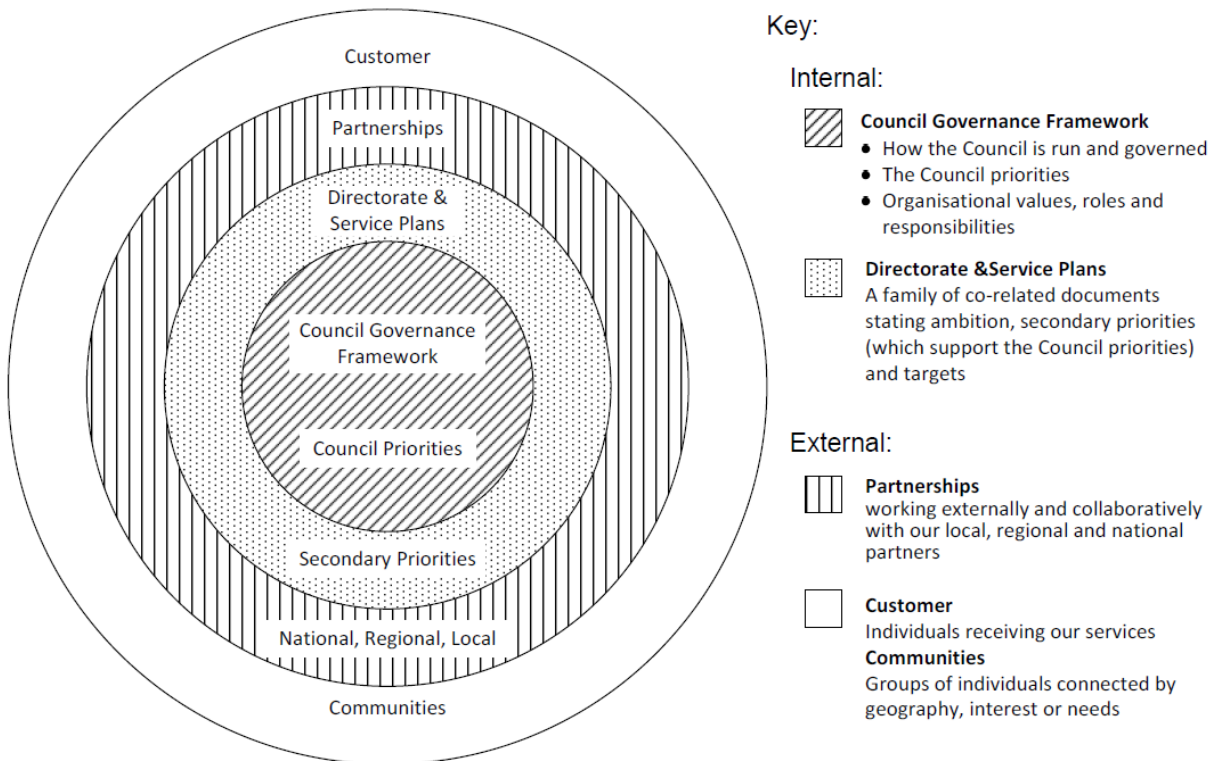


The Flintshire Futures Programme sets out a range of local and collaborative projects to transform services and release financial efficiencies over the short, medium and longer term. Many of the early projects in the programme focus on reducing internal costs e.g. costs of employment, assets, smarter procurement and the detailed examination of operating budgets across services. Alongside this, the fees and charges, corporate debt and methods of payment projects are reviewing income generation opportunities and the most cost effective way of managing income collection.

1.2 Council (Plan) Governance Framework

The Council has adopted a Council planning framework which is a family of co-related documents which together state ambition, priorities and targets against a governance framework of values, roles and responsibilities. It shows how the core priorities and values are followed through in the public service Directorates, and how we work with partners and our customers and communities.

Figure 2



1.2.1 Organisational Vision and Values

Having Vision and Setting Priorities

The Council set a vision for the future state of the society it serves and for public services at three levels: -

- the Regional level as a partner - The regional vision is set with the five regional local authorities and the key statutory partner agencies in North Wales. The vision ([Community Strategy 2009-2019](#)) and priorities are set and managed by a Regional Leadership Board

- the County level as a partner - The County Vision and priorities are set by the Flintshire Local Services Board (LSB) for the aspirations of the County Partners for the future state of Flintshire and its public services
- the Local level as a provider and a commissioner of public services – the local priorities which guide the aims and activities of the Council and which are set by the Council

The Council's public service priorities are supported by the more detailed secondary priorities set out in the 3 public service Directorate Plans (Community Services, Environment and Lifelong Learning) and 4 Corporate Resources Plans (Assets, Finance, Information, Communications and Technology (ICT) and People).

Diagrams mapping the priorities across the Directorates can be found at the end of this section.

Organisational Values

Flintshire County Council aims to be a modern public body which has the philosophy of operating as a social business which is: -

- lean, modern, efficient and effective
- designed, organised and operated to meet the needs of communities and the customer
- works with its partners to achieve the highest possible standards of public service for the well-being of Flintshire as a County

The Council is committed to the principles of being: -

- a modern, fair and caring employer
- fair, equitable and inclusive in its policies and practices
- conscientious in planning and managing its activities and making decisions, in a sustainable way

1.2.2 Business Processes

Service and Directorate Planning

The Council has 3 public service directorates ([Community Services](#), [Environment](#), [Lifelong Learning](#)) which have individual Directorate Plans. These plans summarise the critical priorities, performance, risk and improvement activity for their grouped service functions in these Directorates and show the key commitments made through strategic partnerships with other organisations. The plans are produced annually, based on the Council Municipal Year (May to April). They also project the anticipated budget pressures and efficiencies. The four corporate services are shown in the services plans for Finance, Human Resources, ICT and Customer Services and Legal and Democratic Services.

All Council service functions produce their service plans at Head of Service or divisional level. These are annual plans set with a view to the longer-term. Service plans are reviewed and refreshed periodically throughout the year and progress and performance is reported quarterly to the Executive and the Overview and Scrutiny Committees.

Target Setting

In setting direction and prioritising resources the Council sets performance targets and monitors them through the use of performance indicators, both national (set by the Welsh Government) and local (set by the Council). The annual targets are set as either: -

- Improvement Target – where performance is currently unsatisfactory and needs to be improved markedly
- Incremental Target – where some improvement in performance is sought as a business objective although current performance is satisfactory
- Maintenance Target – where performance is currently good and needs to continue

A review of targets and their categorisation is undertaken annually by the Heads of Service. Internal challenge of performance and targets is undertaken by Overview and Scrutiny members. Follow this link to a table of the [2011/12 Targets](#).

This approach to target setting aims to achieve a higher number of targets being met year on year. It helps concentrate energy on service areas which need to be improved.

Outcome Agreement

The [Outcome Agreement 2010 - 2013](#) has been developed with the Welsh Government (WG) and has replaced the Improvement Agreement. WG introduced the Agreement to promote local outcomes which meet its national priorities.

The Outcome Agreement is a three year agreement based on ten strategic themes – with one broad outcome selected from within each theme to meet the needs of Flintshire as a County. Outcome Agreements must show collaboration and partnership working. The themes and outcomes are agreed by Executive and endorsed by the Local Service Board (LSB). Progress against the Agreement is reported as part of the Quarterly Performance reporting and is monitored by WG annually.

1.2.3 Risk Management

The Council's [Strategic Assessment of Risks and Challenges \(SARC\)](#) document provides a detailed assessment of the Council's risks and challenges and a basis for action. It also provides the foundation for both the Council's Service/Business Plans and the Regulatory Plan. It defines and details the priorities for change and improvement and is supported by the business planning processes and disciplines of service planning, risk management, financial planning, resource planning, monitoring and review.

As a 'tool' it collates the issues and risk that the Council has to consider, with regular updating and reporting on progress. It uses a (red, amber, green) risk matrix to indicate current status and predicts the period when the issue of risk will be mitigated or managed to an acceptable level.

The SARC risks are described in Directorate Plans, detailed in Service Plans and reported on via quarterly performance reports. In addition, a separate review is undertaken of all SARC risks twice yearly to ensure that it is comprehensive and up to date and to provide assurance. This is reported to both the Executive and Audit Committee.

Operational risks are identified at service level and details of the risk along with actions to mitigate. Milestones and accountabilities for this work are set within each service plan.

1.2.4 Regulation and Assurance

Regulation and accountability provides assurance for the effectiveness of the Council's arrangements for the services for which it is responsible and the achievement of its objectives. It is undertaken both internally within the organisation through the governance

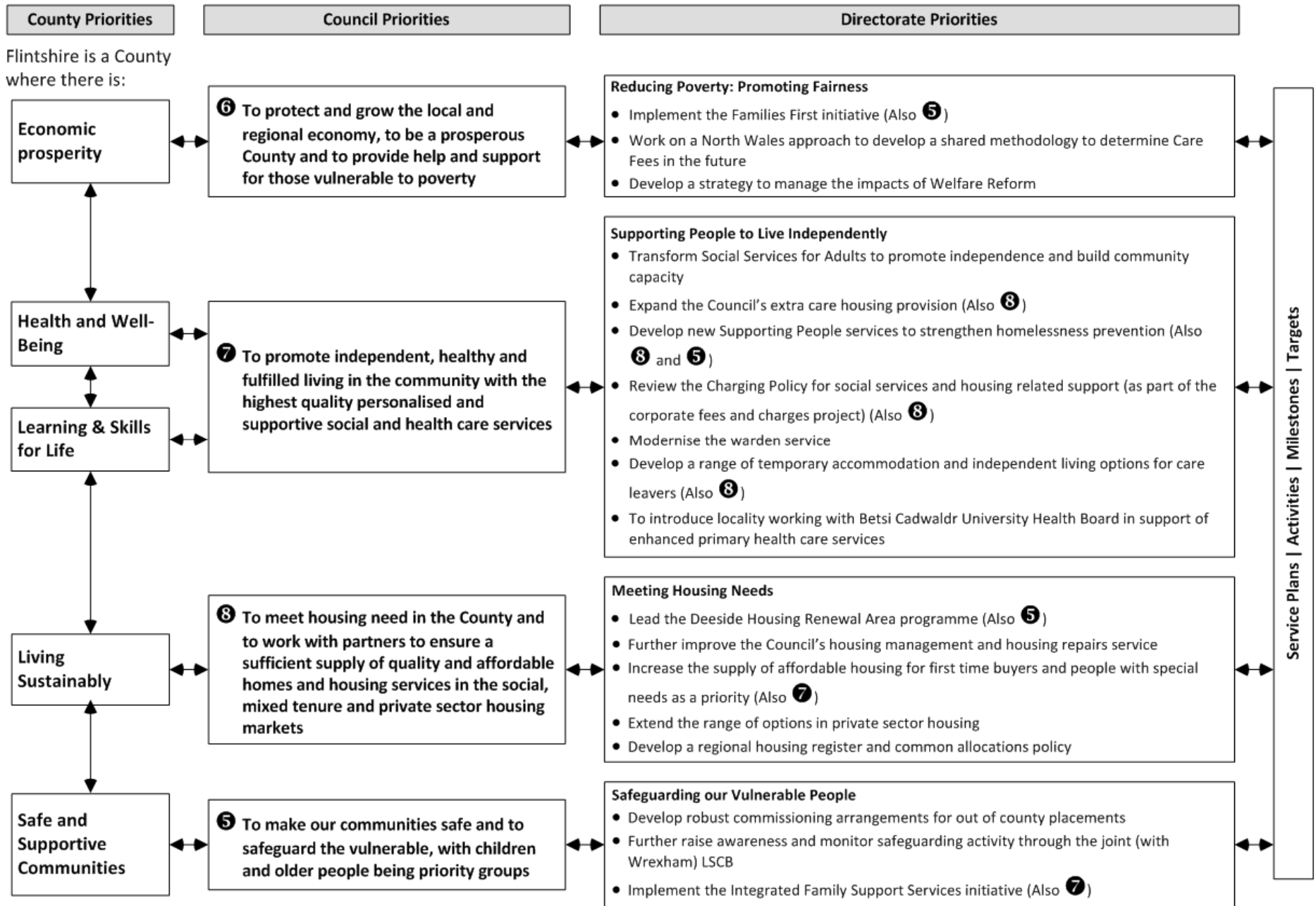
arrangements, practices and procedures and externally by organisations with an independent statutory role such as the Wales Audit Office (WAO).

Internal arrangements include the Internal Audit function, directorate and service planning, quarterly performance reporting and periodic review of the SARC.

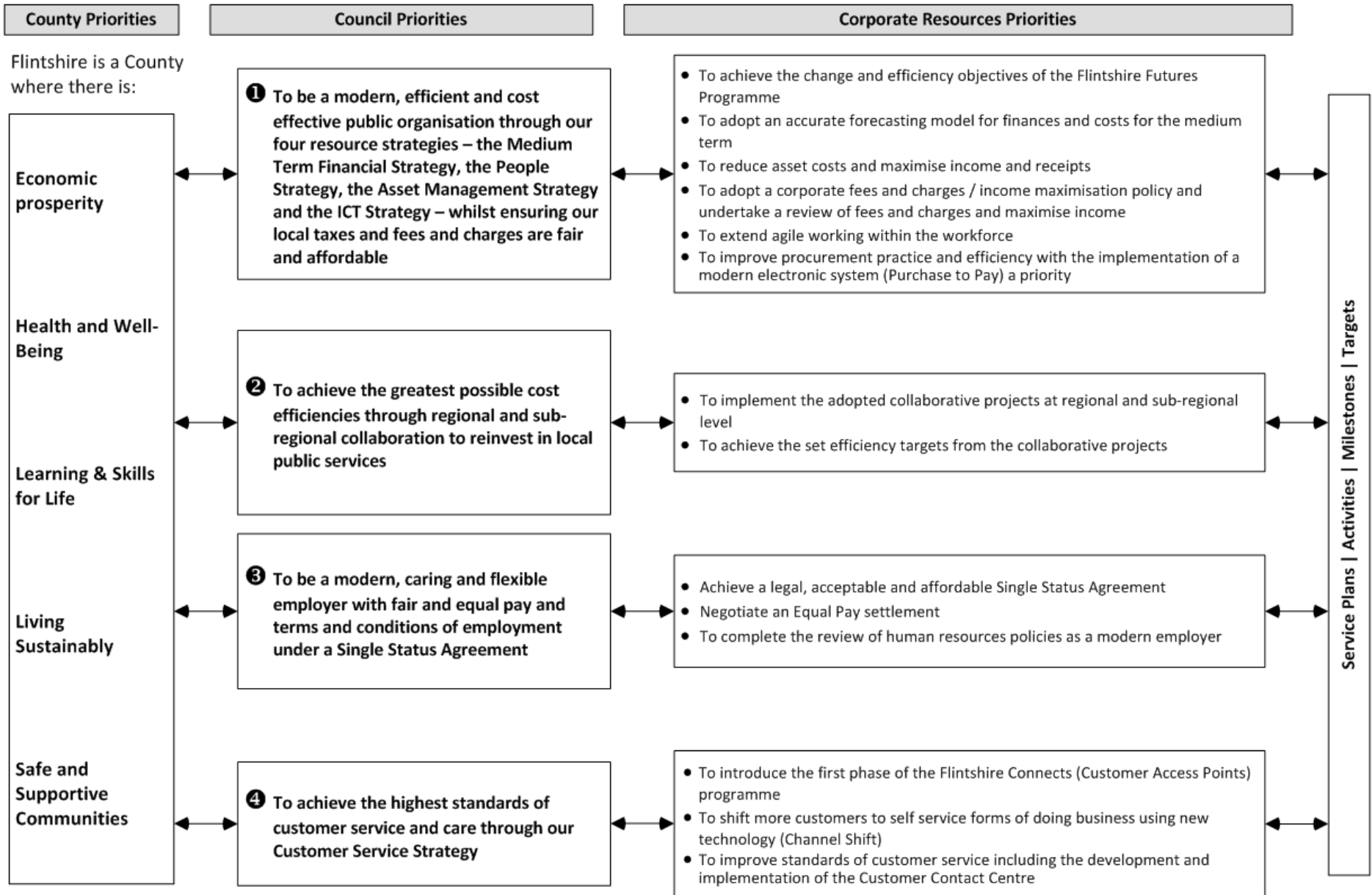
External arrangements are provided by a number of statutorily appointed bodies including WAO, Estyn, and the Care and Social Services Inspectorate Wales (CSSIW). Their roles are independent of government and they examine various aspects of how Welsh public bodies work. According to the role and remit of each body, they produce either periodic or annual reports on their findings. All formal reports are presented to the Executive and Audit Committee and considered by Overview and Scrutiny Committees as appropriate.

The following four pages show how the priorities are mapped across the authority and the responsibilities the three Directorates and Corporate Services have in delivering them.

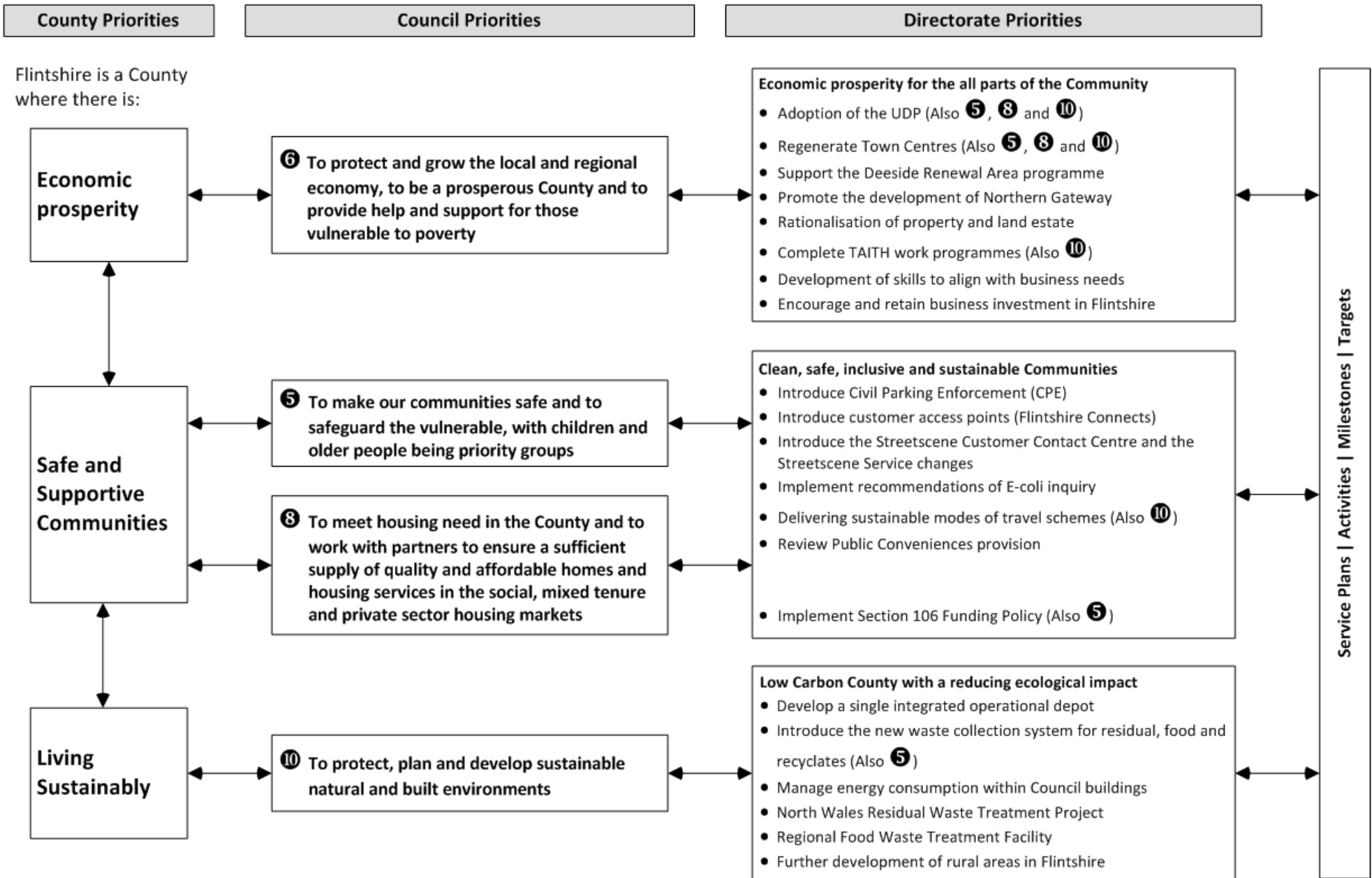
Community Services



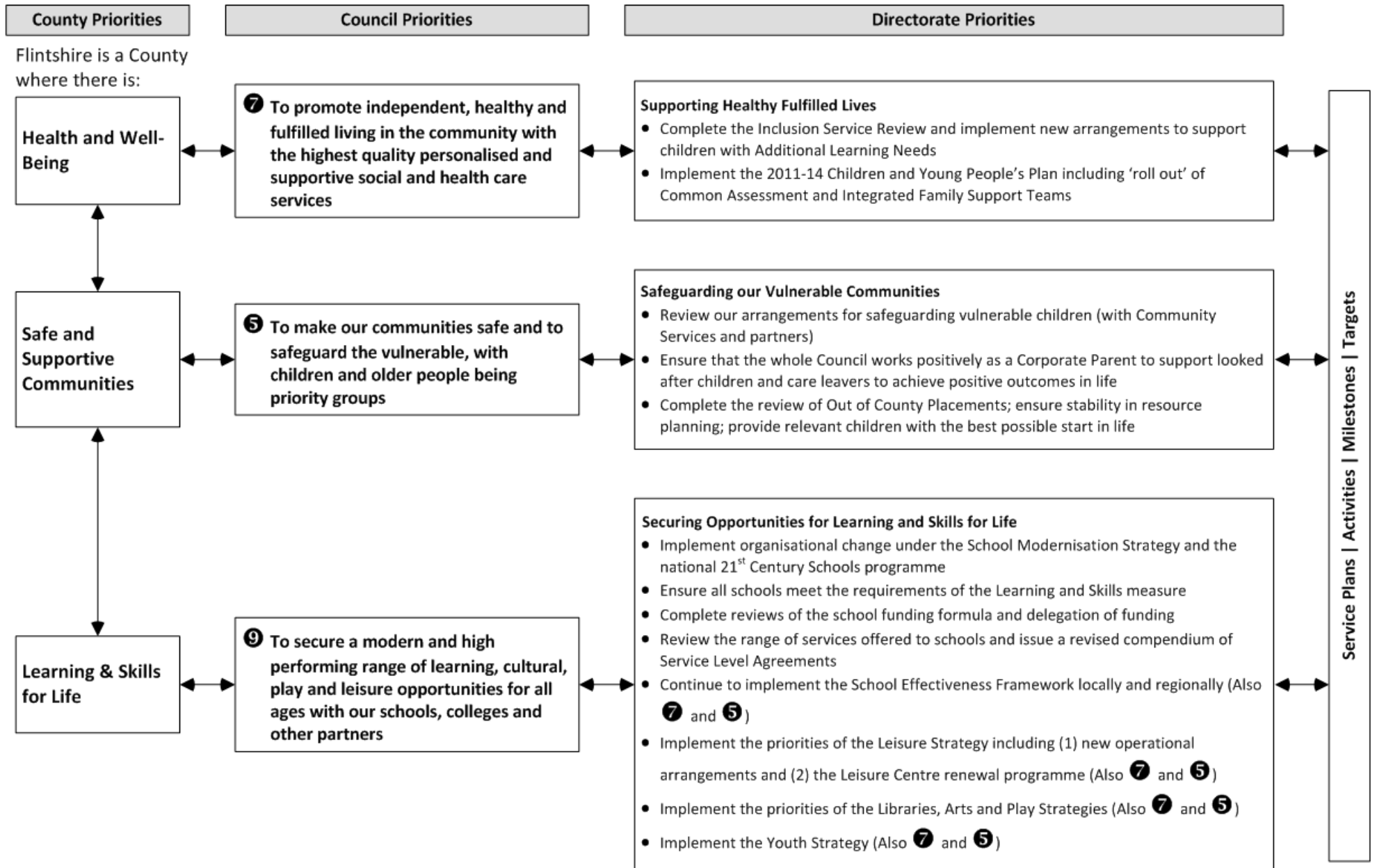
Corporate Resources



Environment Directorate



Lifelong Learning



1.3 Overall Performance Summary

Progress on Improvement Objectives

	Improvement Objective	Progress
1	To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	Adequate
2	To achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services	Adequate
3	To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	Adequate
4	To achieve the highest standards of customer service and care through our Customer Services Strategy	Good
5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	Good
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	Good
7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	Adequate
8	To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets	Adequate
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	Good
10	To protect, plan and develop sustainable natural and built environments	Good

Section 8 of this report gives a detailed breakdown of how these progress assessments have been made.

Strategic Assessment of Risks & Challenges (SARC)

Overall the Authority has managed its risks successfully during 2010/11.

Of the 53 risks reported, 10 (18%) have improved since the 2009/10 year end position, 4 have improved from a high level of risk (red) to a medium level (amber), 5 have improved from a medium level (amber) to a low level of risk (green) and 1 has improved from a low level to a minimal level (dark green).

4 risks (7.5%) have increased from a low level (green) to a medium level (amber) due to changing circumstances and challenges. The SARC 'refresh' is further explained in section 2 of this report.

Performance Indicators

Overall the Council improved in 56% (105) of indicators, significantly so in 21% (40). This is an increase on 2009/10 in which 52% (98) of indicators demonstrated improvement or

significant improvement. In total 38% (72) of indicators' performance declined in 2010/11 compared with 42% (79) in 2009/10.

The Council met or exceeded 52% (114) of the targets set for 2010/11, significantly exceeding them in 15% (33). However, targets were missed for 105 indicators (48%). This performance is comparable to that achieved in 2009/10 where we met or exceeded our targets in 51% of indicators and missed target in 49% of indicators.

Charts depicting the overall trend and target analysis are set out below.

Figure 3

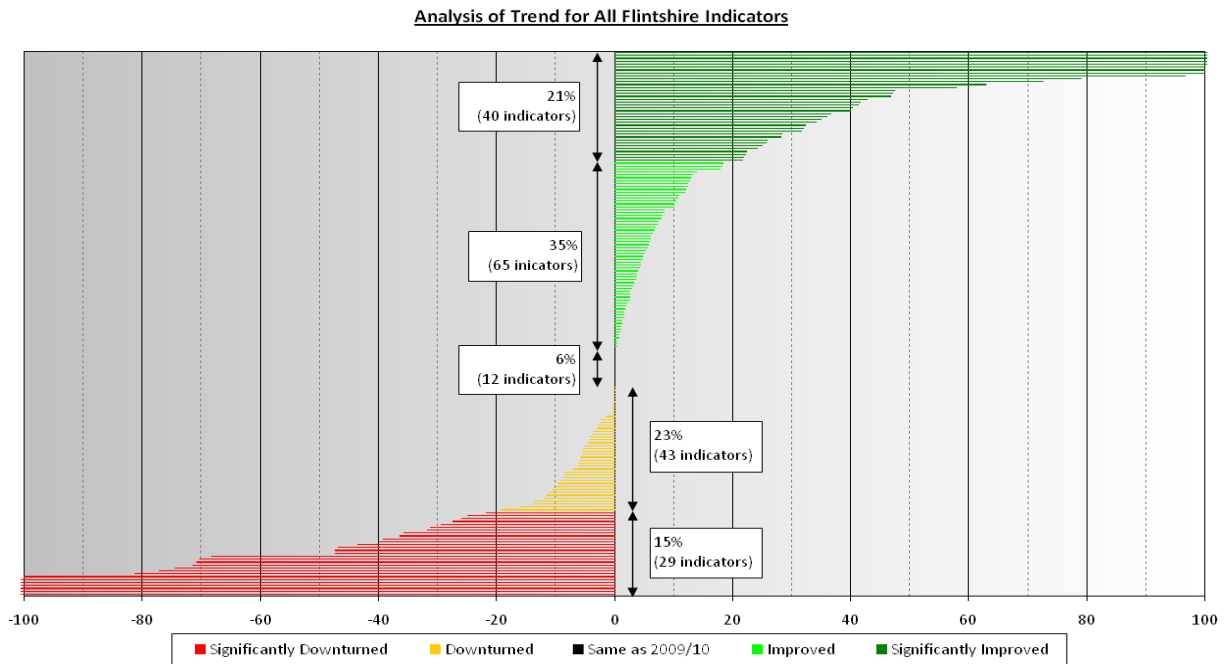
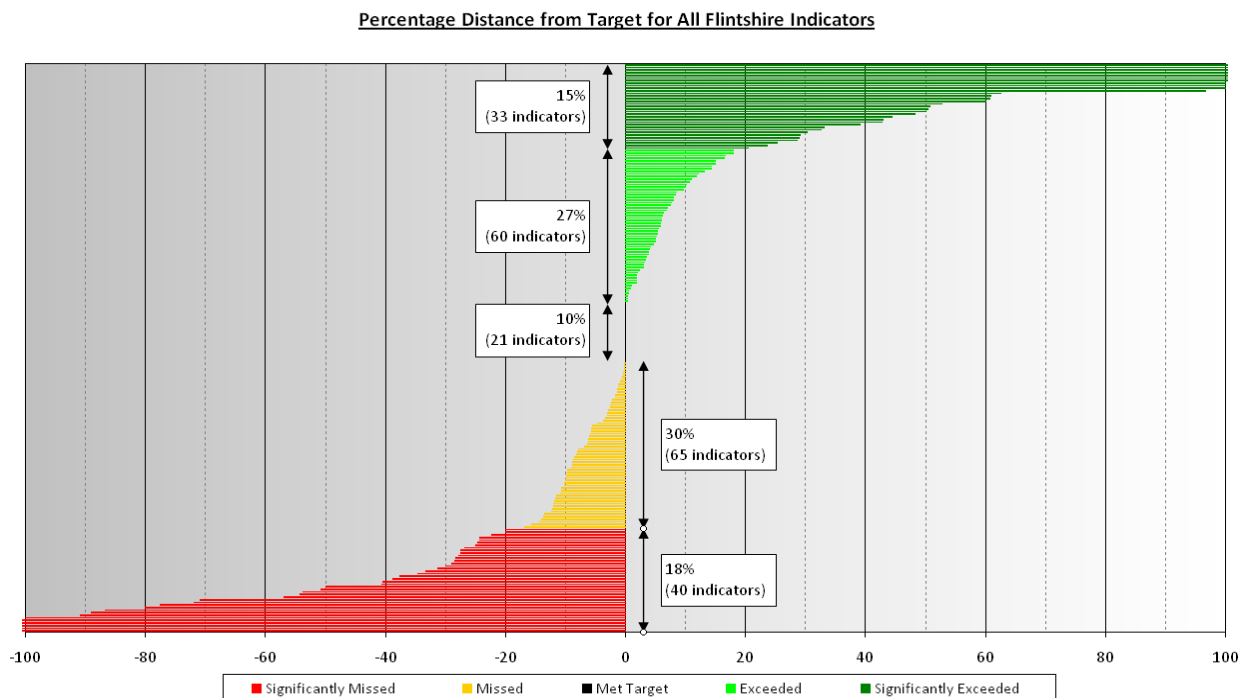


Figure 4



Improvement Targets

- 67% (39) of indicators showed improvement on the previous year, 33% (19) significantly. 32% (18) of the indicators downturned, 16% (9) significantly.
- 56% (49) met or exceeded target, 22% (19) significantly missed.

Outcome Agreement Targets

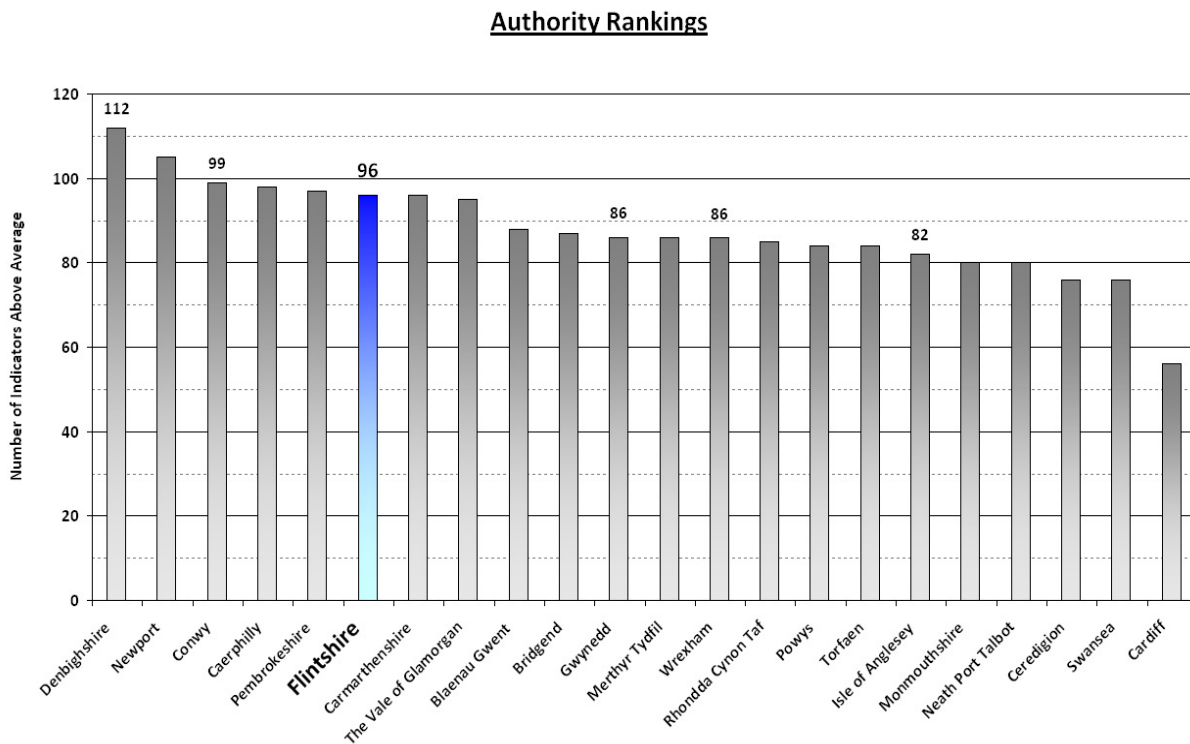
- 75% (18) improved whilst 21% (5) indicators showed a downturn.
- 70% (34) met or exceeded target, 30% (15) missed and 16% (8) significantly so.

** It should be noted that the analysis of performance indicators included six national and two local which were subsequently qualified as a result of the Wales Audit Office performance indicator audit.*

Comparing our Performance Nationally

When examining our performance on a national basis the following chart (figure 5) shows our overall ranking for all indicators places Flintshire in sixth position. This is calculated by the number of indicators in which each authority scored above the Welsh average. Last year Flintshire was in fourth position. Flintshire had 96 of indicators which achieved higher than the Welsh average.

Figure 5



The achievement of performance above Welsh average for 96 indicators is at 63% - the same performance as achieved last year.

Flintshire also ranked 1st in 19 (13%) indicators and was bottom for 3 indicators. This is an improvement on last year when we ranked first in 9% of indicators.

For more detailed analysis of our performance against our local and the national performance indicators please see section three of this report.

1.4 Consultation

Council Priorities/Improvement Objectives

To inform the delivery of the priorities and everyday service improvements the Council consults with its workforce, citizens, service users and the public. Consultation is also undertaken with many of our strategic partnerships in relation to assessment of need and planning future services.

Some examples of these consultations include: -

- sheltered housing - warden service
- managed weekly waste collections
- regeneration of town centres
- Community Safety Partnership strategic assessment
- Children and Young People's Partnership needs assessment
- Health, Social Care and Wellbeing Partnership needs assessment
- social services for adults and children – user involvement

The Council acts as a representative democratic body and can set its democratic priorities based on the evidence it has gathered from a range of sources including:-

- democratic representation
- partnerships forums
- statutory consultation
- direct community/user consultation

The development of the Council priorities / Improvement Objectives are informed by a framework of consultation and engagement which has meaning, purpose and is representative of the direction which the council needs to take.

The Council has adopted the Improvement Priorities as guiding priorities. They have been open for review in the autumn prior to budget setting for 2012/13. Consultation has taken place on these priorities with all statutory partner bodies, Town and Community Councils, key representative bodies (such as the CBI) and neighbouring Councils to determine the right balance and 'fit' of these priorities, with an opportunity to extend or add.

Principles for Engagement

At its Executive meeting on 19 July 2011 the Council endorsed the [National Principles of Public Engagement Wales](#) compiled by Participation Cymru (PC) on behalf of Welsh Government (WG).

A practitioners' manual, also produced by PC on behalf of Welsh Government is shortly to be promoted across all services to assist managers and employees with the 'Who, How, When and Where' of public engagement.

Work is currently progressing on the development of a localised consultation and engagement strategy which will underpin the 10 core national principles and set the scene for the levels of consultation and engagement which can be expected by Flintshire citizens.

WAO National Study on Public Engagement

The national study undertaken in 2010/11 will be developed further to assist and inform authorities as part of a Good Practice Exchange. As a result of this study the WAO identified in Flintshire's Corporate Assessment Update letter that: "*Whilst there are positive examples*

of consultation by some services, the Council's corporate approach to engaging with the public is underdeveloped and does not follow a coherent methodology. The Council is not consistently using evaluation to improve the effectiveness of its consultation or of service delivery."

In response to this the Council is scoping some work and will be looking to the WAO and others to help inform its approach to engagement.

2. Strategic Assessment of Risks and Challenges

The Strategic Assessment of Risks and Challenges (SARC) was first developed in early/mid 2008. Three categories of risks and challenges are identified within the assessment: -

- Community Leadership - critical issues which cannot be solely managed by the Council
- Council Delivery - public service issues which are largely within the control and responsibility of the Council
- Council Governance - issues of organisational governance and management.

The assessment of strategic risks and challenges is a long term statement capturing the organisational challenges where change and improvement are needed.

During the first half of 2010/11 a full refresh of the SARC was undertaken to ensure: -

- the currency of the risk – its validity at the current time
- identification of new risks
- a review of the risk description – its accuracy and reflection of the ‘cause’ of the risk
- a review of the RAG status, taking into account the changing character of the risk description and reviewing the status against the new likelihood and impact matrix
- a review of the risk actions – their appropriateness

The SARC refresh included the development and implementation of a new risk matrix (see below). This matrix is a more sophisticated version of the 3 x 3 matrix that had previously been used, having been reworked to include a minimal risk score (dark green) and a critical score (dark red). Likelihood and impact criteria have been developed for the new bandings to help with evaluation and improve consistency.

Likelihood and Impact Matrix

I M P A C T	High	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber
		Low	Medium	High
		LIKELIHOOD		

Amendments made during SARC refresh include:

New Risks

CL14 – North Wales Regional Waste Treatment Partnership	CD37 – Food Waste Treatment project
CD34 – Severe Winter Weather	CG21 – Government Spending Review
CD35 – Grant Funding	CL15 – Clwyd Theatr Cymru (CTC)

Deleted

CL02 – Flintshire in Partnership	CG01 – Corporate Project Management
CL06 – Older People Independent Sector Care Market	CG02 – Performance Management/Business Planning
CD09 – Economic Regeneration Strategy	CG03 – Strategic Policy
CD25 – Direct Payments	CG17 – Health & Safety Strategy Management

Merged

CL13 – NHS Restructuring into CL07 – Public Health & Primary Health Care	CD18 – Supporting People into CD35 – Grant Funding
CD01 – Energy into CL08 – Climate Change and Flood Risk Management	CD33 – Greenfield Valley Reservoir into CL08 Climate Change
CD11 – Communities Facilities Stock into CG05 – Asset Management	CG09a – Information Management Strategy into CG09 – Information Governance

Two risks changed category to portray the corporate significance of the risk: -

- CD30 – Contractor Function changed to CG20 Business Performance of Semi Commercial Functions
- CD32 - Business Continuity changed to CG19 Business Continuity (including Winter Disruption)

The updated SARC was reviewed at the end of 2010/11 and a full RAG summary table is shown overleaf. Key points to note are as follows: -

Risks which have been mitigated and have achieved their predictive green date: -

CL10 – Decline of Town Centres	CD 27d – Waste Management (AD Waste)
CD22 – School Effectiveness Framework and School Improvement Service	CG04 – Risk Management
CD24 – Social Care Recruitment and Retention of Staff	CG12 – County Hall Campus Management

Mitigating actions have been successfully completed within timescales and this has enabled the predictive green date to be achieved. These risks are now considered to be at a level which the organisation is prepared to tolerate.

Improved Risks

Risks are deemed to have improved where the level of risk (the RAG status) has reduced i.e. red to amber or amber to green. Of the 53 risks reported, 9 (17%) have improved since the 2009/10 year end position, 4 have improved from red to amber, 4 have improved from amber to green and 1 has improved from amber to dark green.

Increased Risks

4 (7.5%) risks have increased from green to amber due to changing circumstances and challenges. Quarterly monitoring takes place on all risks within the SARC.

Risk Title		2010-2011			
		Q1	Q3	Q4	
Risk Reference	Community Leadership	Mar 10	Dec 10	Mar 11	Predictive Green/Amber
CL03	Voluntary Sector Compact and Grants Review	G	G	G	MAR 2009
CL04	Affordable Housing	A	A	A	OCT 2011
CL05	Social Care For Older People	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Healthcare	A	A	A	APR 2012
CL08	Climate Change & Flood Risk Management	A	A	A	TBC
CL09	Economic Regeneration	G	A	A	TBC
CL10	Decline of Town Centres	G	G	G	SEP 2010
CL11	Integrated and Public Transport Infrastructure (External)	A	G	A	DEC 2012
CL12	Skills Needs of Employers	N/A	G	A	APR 2012
CL14	North Wales Regional Waste Treatment Partnership	N/A	A	A	2016/17
CL15	Clwyd Theatr Cymru (CTC)	N/A	N/A	A	TBC
CL14	North Wales Regional Waste Treatment Partnership	N/A	A	A	2016/17
Risk Reference	Council Delivery	Mar 10	Dec 10	Mar 11	Predictive Green/Amber
CD02	Streetscene	A	A	A	DEC 2013
CD03	Transition from UDP to LDP	A	A	A	TBC
CD04	Planning Protocol	A	A	A	MAY 2011
CD05	Highways Infrastructure	A	A	A	TBC
CD06	Transport Arrangement For Service Users	A	A	A	TBC
CD07	Depot Provision	A	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Renewal Area	A	A	A	TBC
CD10	Leisure - Future Provision	A	A	A	JUN 2011
CD12a	Housing Strategy	A	A	A	SEP 2011
CD12b	Housing Management	A	A	A	DEC 2011
CD12c	Housing Repairs and Maintenance Services	A	A	A	APR 2011
CD12d	Homelessness	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	MAR 2012
CD14	Housing Ballot	A	A	A	OCT 2011
CD19	Gypsies and Travellers	R	R	A	TBC
CD20	School Buildings/School modernisation	R	R	R	APR 2018
CD22	School Effectiveness Framework and School Improvement Service	A	A	G	MAR 2011
CD23	Procurement of Independent Sector placements for looked after children	R	R	R	TBC
CD24	Social Care Recruitment and Retention of Staff	A	A	G	TBC
CD26	Disabled Facilities Grants	A	A	A	TBC
CD27a	Waste Management Targets	A	A	A	2016/17
CD27c	Waste Management Operations	G	A	A	2016/17
CD27d	Waste Management (AD Waste)	A	G	G	SEP 2010
CD34	Severe Winter Weather	N/A	A	A	TBC
CD35	Grant Funding	N/A	R	A	TBC
CD37	Food Waste Treatment project	N/A	A	A	2016/17
Risk Reference	Council Governance	Mar 10	Dec 10	Mar 11	Predictive Green/Amber
CG04	Risk Management	A	A	G	MAR 2011
CG05	Asset Management	G	A	A	2015/16
CG06	Medium Term Financial Strategy	A	A	A	TBC
CG07	Financial Management and Control	A	N/A	A	TBC
CG08	ICT Strategy	G	A	A	TBC
CG09	Information Governance	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	TBC
CG11	Single Status and Terms and Conditions of Employment	A	A	A	TBC
CG12	County Hall Campus Management	A	G	G	SEP 2010
CG13	Customer Focus	A	G	A	JUN 2011
CG14	Code of Corporate Governance	A	G	DG	JUN 2011
CG16	Management Change, Organisational Instability and Succession Planning	A	A	A	TBC
CG18	Procurement	A	A	A	TBC
CG19	Business Continuity (including Winter Disruption)	A	A	A	APR 2012
CG20	Business Performance of Semi Commercial Functions	R	A	A	TBC
CG21	Government Spending Review	N/A	R	A	TBC

3. Performance Indicators

3.1 National Performance Summary (All Wales Position)

The Local Government Data Unit released all Authorities 2010/11 performance data on 29th September 2011. This was accompanied by an overview of national trends as in previous years. Follow link to the [National Performance Bulletin](#).

3.2 So, have we improved in 2010/11? Flintshire's Performance Summary

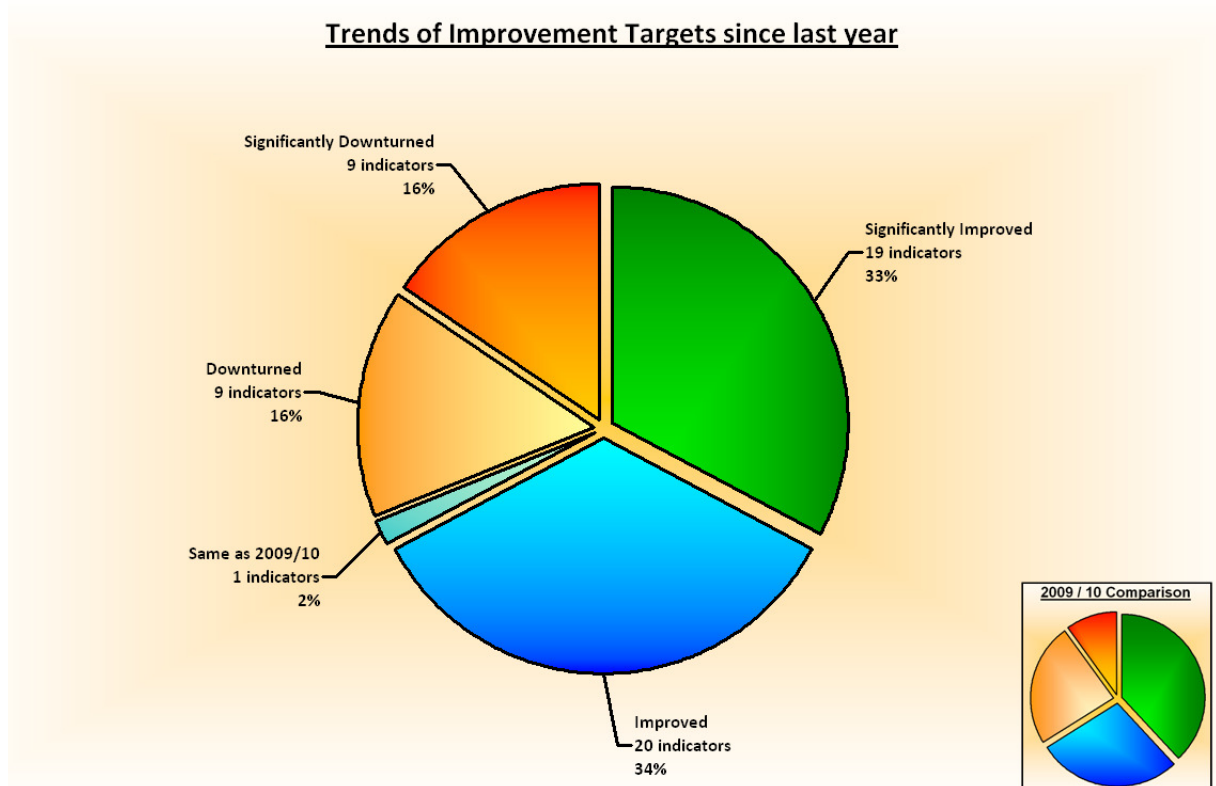
Improving Our Performance

Flintshire demonstrated improvement or significant improvement in 56% (105) of indicators for 2010/11. This is an increase on 2009/10 in which 52% (98) of indicators demonstrated improvement or significant improvement. In total 38% (72) of indicators showed a decline in performance in 2010/11 compared with 42% (79) in 2009/10.

It should be noted that to compare trends in performance data over time the performance indicator itself needs to be consistent and 2 successive years of data need to be available. These limitations reduce the number of indicators available for analysis from 235 to 189. This is primarily due to the introduction of the Outcome Agreement where many indicators have only a single year's data.

The setting of targets also included the categorisation of targets. In total 113 targets were classified as improvement targets for 2010/11. However, as explained above a smaller number (58) of these indicators could be analysed for trends. Of these, 67% (39) of indicators showed improvement on the previous year, 33% significantly. This is depicted in Figure 6. Improvement targets within the Outcome Agreement showed that 75% of indicators had improved whilst 5 (21%) indicators showed a downturn.

Figure 6

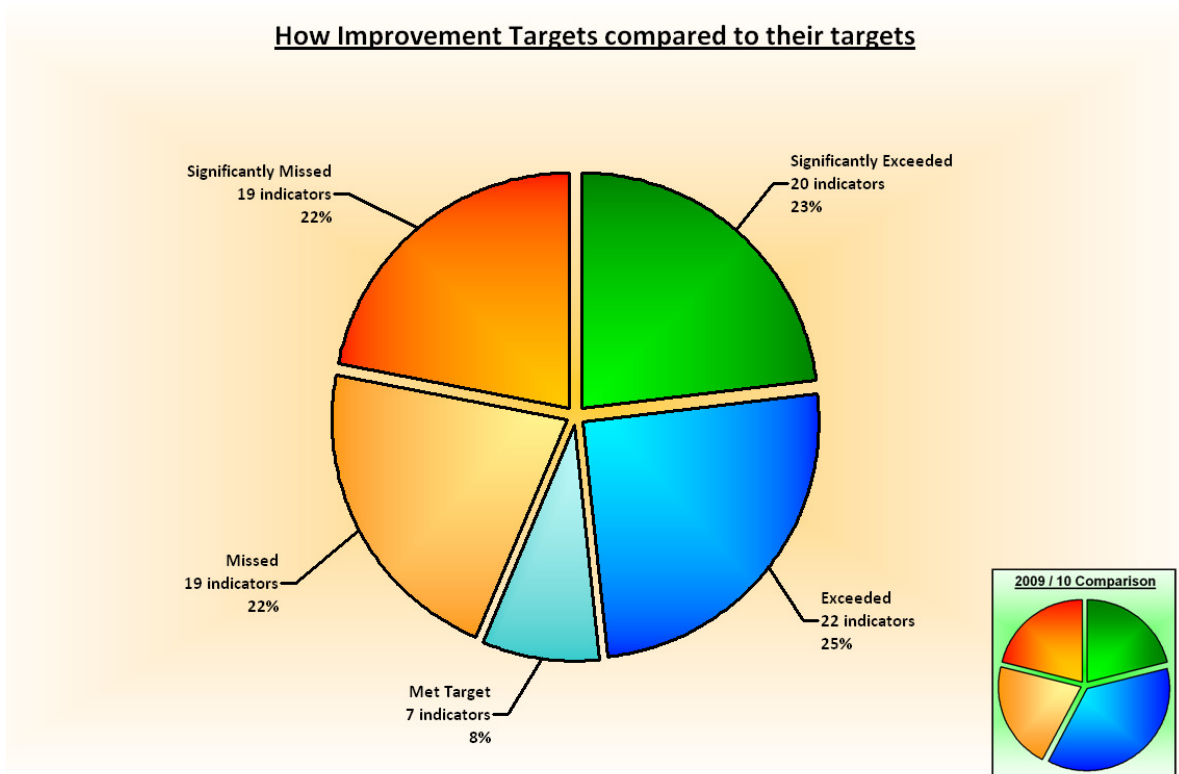


Achieving Our Targets

Analysis of performance against targets shows we have exceeded targets in 42% (93) of measured indicators, achieved target in 10% (21) and missed target in 48% (105). A significant outlier from target was measured as 20% or more outside of the target. We have significantly exceeded targets in 15% (33) of indicators but significantly missed targets for 18% (40). This performance is similar to that achieved in 2009/10 where we exceeded our targets in 44% of indicators and missed target in 49% of indicators.

For those indicators which have been categorised as improvement targets, 56% (49) met or exceeded target. For those improvement targets which form part of the Outcome Agreement 70% (34) met or exceeded target, 27% (13) significantly so and 8 (16%) significantly missed target.

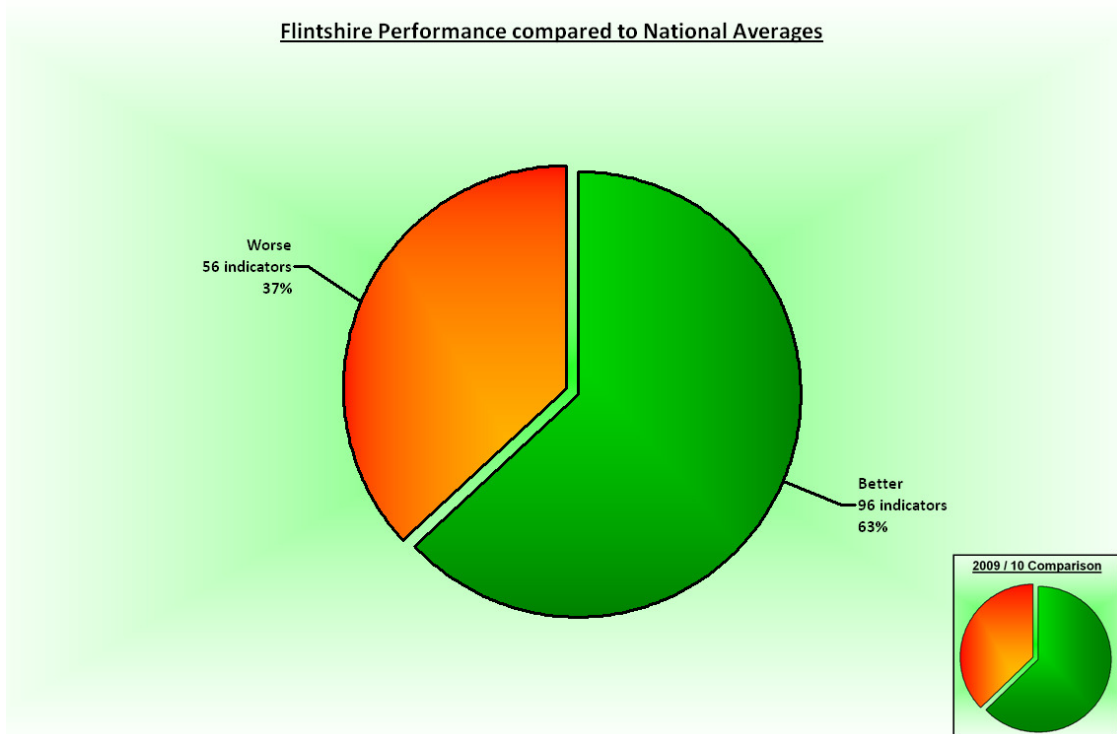
Figure 7



The [Outturn Performance Indicator 2010/11 Table](#) is a supporting document of this report and makes reference to the trend and target of all our indicators.

Performance against Welsh Average

Figure 8



It is possible to draw a comparison with other Local Authorities performance to see how well or poorly we are doing on a national basis. Although we have not met local targets in 48% indicators (as seen in Figure 4, page 14) nationally we achieved higher performance than the Welsh average in 96 (63%) indicators out of 145. However, 56 indicators (37%) performed at a level below the national average. This performance is the same as that achieved in 2009/10.

Where performance can be compared with the other Welsh authorities **Flintshire was top in 13% (19) of indicators and bottom in only 2% (3) of indicators**. This performance is better than last year when we were top in 9% of indicators.

All Wales Ranking Analysis of Performance

Areas where Flintshire is performing well include:

Within Wales **we are in the top 3 authorities** for the following ...

Finance

- The percentage of non-domestic rates due for the financial year which were received by the authority. (1st)

Education

- The percentage of final statements of special education need issued within 26 weeks including exceptions. (1st, ranked 3rd for 2009/10)
- Percentage of pupil attendance in secondary schools. (1st, same as 2009/10 and 2008/09)

- The percentage attendance of looked after pupils whilst in care in primary and secondary schools. (3rd, same as 2009/10)
- The number of permanent exclusions during the academic year per 1,000 pupils from primary schools. (1st, same as 2009/10)
- The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year. (1st)
- The percentage of children looked after who were permanently excluded from school during the previous academic year. (1st)
- The average number of days spent out of school on fixed-term exclusions for children looked after who were excluded during the previous academic year. (2nd)

Assets

- The percentage of the gross internal area of the local authority's buildings in condition category A – Good. (3rd)

Libraries

- The percentage of library material requests supplied within 7 calendar days. (1st)

Waste

- The percentage of local authority collected municipal waste prepared for reuse. (2nd)

Public Protection

- The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for Animal Health. (1st)
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards, Food Hygiene, Animal Health and Health and Safety. (all 4 ranked 1st, Food Hygiene and Animal Health also ranked 1st for 2009/10 and 2008/09)

Transport, Highways & Environment

- Condition of principal (A) and non-principal/classified (B) roads. (both ranked 1st)

Social Services for Children

- The percentage of open cases of children on the Child Protection Register who have an allocated social worker or who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan. (both ranked 1st, as in 2009/10 and 2008/09)
- For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date. (1st)
- The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor. (1st, as in 2009/10 and 2008/09)
- The percentage of initial assessments completed within 7 working days. (2nd)
- The percentage of referrals that are re-referrals within 12 months. (2nd, as in 2009/10)
- The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people. (2nd)
- The percentage of required core assessments completed within 35 working days. (3rd, as in 2009/10, ranked 1st in 2008/09)
- The average time taken to complete those required core assessments that took longer than 35 days. (3rd)
- The percentage of children looked after on 31 March who have had three or more placements during the year. (3rd)

Youth Justice

- The percentage of those children and young people with an identified need for treatment or other intervention, who receive that within ten working days of the assessment. (1st)
- The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by young people above statutory school age. (3rd)

Housing & Homelessness

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months. (3rd)

Areas where Flintshire needs to improve:

Within Wales **we are in the bottom 3 authorities** for the following

Education

- The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting. (ranked 21st out of 22)

Waste

- The percentage of local authority collected municipal waste recycled. (ranked 20th out of 22)

Housing & Homelessness

- The average number of days that all homeless households spent in other forms of temporary accommodation. (ranked 20th out of 22)
- The percentage of high risk private sector dwellings improved to an acceptable level. (ranked 21st out of 22)

Social Services for Children

- The percentage of looked after children who have had their teeth checked by a dentist during the year. (ranked 19th out of 21)
- The percentage of health assessments for looked after children due in the year that have been undertaken. (ranked 20th out of 20)
- The percentage of child protection reviews carried out within statutory timescales during the year. (ranked 19th out of 22)
- The percentage of looked after children reviews carried out within statutory timescales during the year. (ranked 20th out of 22)
- The percentage of open cases of children looked after who have an allocated social worker or who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan. (both ranked 20th out of 22)
- The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment. (ranked 22nd out of 22)

Youth Justice

- The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age. (ranked 16th out of 18)

Social Services for Adults & Children

- The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used. (ranked 19th out of 19)

Planning

- The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices. (ranked 20th out of 22)

Streetscene

- The percentage of reported fly tipping incidents cleared within 5 working days. (ranked 20th out of 22)

4. Regulation, Audit & Inspection

The Wales Audit Office (WAO) and other regulators work to benefit members of the public as they report on services to provide assurance and accountability, promote improvement, and inform government policy to help develop better services.

The main piece of work for the WAO and relevant regulators (see note ¹ below for definition) is an annual Improvement Assessment. The WAO will also undertake an Improvement Information and Planning Audit. In order to fulfil these requirements the WAO undertake the following: -

Corporate Assessment – a forward looking assessment of an authority’s likelihood to comply with its duty to make arrangements to secure continuous improvement.

Performance Assessment – a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority’s track record of improvement.

Together these two assessments form the basis of an annual report to citizens, known as the Annual Improvement Report which is issued in January. This is a new approach under the Local Government (Wales) Measure (2009).

The Care and Social Services Inspectorate Wales (CSSIW) has statutory functions to encourage improvement in social care, social services and early years through regulation, inspection and review. In relation to local authority social services its functions are set out in the Health and Social Care (Community Health and Standards) Act 2003.

Estyn have a statutory duty to undertake Local Authority inspections under section 38 of the Education Act 1997 and Section 51 of the Children Act 2004. Under this legislation Estyn agreed with each local authority a programme of inspections that covers all or most of the authority’s education functions over a period of six years.

4.1 Key Audit Activity

Corporate Assessment

During the first year of the new approach (2009/10) Wales Audit Office (WAO) established a general baseline which included the views of other inspectorates and regulators. This year the WAO has undertaken an Improvement Assessment (including an update on the Corporate Assessment), which includes summaries of: -

- the Council’s compliance with its statutory obligations to make arrangements to secure continuous improvement; and
- the Council’s progress on areas for improvement and recommendations identified in the 2010 assessment.

¹ Her Majesty’s Chief Inspector of Education and Training in Wales (Estyn)
The Care and Social Services Inspectorate Wales (CSSIW)
The Welsh Language Board
Auditors appointed by the Auditor General

The Council's arrangements to secure continuous Improvement

“Flintshire County Council is continuing to actively promote improvement but some arrangements are not fully developed and are likely to hinder the Council in achieving its objectives”. This conclusion can be broken down into two key messages: -

- the Council's Improvement Objectives and its Improvement Plan meet the statutory requirements of the Local Government (Wales) Measure 2009, however the success measures for some objectives are incomplete; and
- there was limited engagement outside the Executive in the development of the set of objectives for 2011-12. The Council recognises this and will widen its engagement of elected members, partners and communities in developing its objectives for the future.

“I am satisfied that the Council is discharging its duties under the Local Government (Wales) Measure 2009, and that the authority is likely to comply with its minimum requirements during this financial year”.

Progress on areas for improvement identified in the 2010 assessment

The 4 areas identified for improvement were: -

- review arrangements to ensure that appropriate behaviour standards of councillors are maintained
- complete the work on the Council (Governance) Plan Framework
- develop the process to enable the allocation of resources to priorities
- complete the People Strategy 2009-2012 and action plan

Progress can be summarised as follows: -

- whilst the Council has not agreed to undertake a review of standards of elected member behaviour it did undertake refresher training on the code of conduct for elected members.
- the Council completed the Council (Plan) Governance Framework.
- the Council developed a revised set of Improvement Objectives which reflect existing policies, the original set of 40 Priorities and the 5 themes of the County Vision. As previously mentioned clearer success measures will simplify and improve future reporting arrangements.
- the Council has adopted a Medium Term Financial Strategy (MTFS) which incorporates the initial outlines of a medium term financial plan.
- progress is being made in many workstreams of The People Strategy 2009/12, with some behind schedule. A revised action plan taking into account additional work of the Human Resource service brought about by the 2009 deferral of a Single Status Agreements is being set.

As a result of their work, WAO have made a further three proposals for improvement: -

- complete the development of its Medium Term Financial Plan so as to allow informed decisions on how funding pressures will be addressed and resources allocated to achieve improvement objectives.
- complete a review of overall progress with the People Strategy 2009-12, prioritise the outstanding actions and resources necessary to achieve them and report on this to members.
- develop an improved corporate approach to engagement with communities and users of services, including arrangements to enhance the contribution of elected members.

Social Services Annual Performance Report

The [Annual Performance Report](#) (Annual Council Reporting Framework) is part of the Welsh Government's performance framework for Social Services. The report is a statement on the 2010/11 assessment of the performance of Social Services. It has been drawn together through a comprehensive and in-depth examination of performance involving all Social Services managers and with a corporate input.

Achievements against the key improvement priorities identified for 2010 include: -

- consolidation of community equipment services for health and social care across NE Wales. Customer feedback shows a high level of satisfaction with the service
- progress in the refocus of our services for older people, with an expanding and extended range of services for people with dementia and the "roll out" of the reablement model
- working in partnership with the Betsi Cadwaladr University (BCU) Health Board to ensure joined up service planning and delivery of health and social care services
- with robust Governance arrangements agreed we are close to finalising the integration of our Mental Health (Community Mental Health Teams) and our Community Substance Misuse Team
- review of the mechanisms for managing the out-of-county care packages alongside health and education. An action plan is in place to achieve the required improvements and efficiencies

The report identifies the key improvement priorities for 2011/12, which include:-

- implementing the Commissioning Framework Guidance and Good Practice across all Service areas
- implementing the new all Wales adult protection procedures and continue to work with Wrexham Social Services for Adults to explore the feasibility of merging adult protection committees.
- continuing to redesign our services to promote the reablement / recovery / promoting independence agenda
- developing a model and structure of Older People's Services that is fit for the future which includes developing more flexible and person centred services for people with dementia and develop the second extra care scheme with a dementia unit
- working in partnership with the BCU Health Board to ensure joined up service planning and delivery of health and social care services, and integration for Community Mental Health Teams and Community Substance Misuse Teams
- contributing to the North Wales Collaboration across Social Services for Adults, in particular, high cost, low volume placements, Domiciliary Care and Regional Residential contract
- improving the mechanisms for commissioning and managing the out-of-county care packages alongside colleagues in Health and Education

Estyn Inspection Report

During 2010/11 Estyn also carried out an inspection of the standards and quality of provision for 14 to 19 year old learners in Flintshire. It found both the current provision and the prospects for further improvement by the local authority and other providers of education and training to be good. The Council's self assessment (with partners) was judged to be an accurate review.

The outcome of the whole Local Education Authority (LEA) is imminent.

Welsh Language Scheme

The [Welsh Language Scheme Monitoring Report 2010-11](#) shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met.

Most of the Council's progress has been made under the Welsh Language Scheme headings 'Communicating with the Public' and 'The Council's Public Face'. However, there are also examples of good progress made in 'Implementing the Scheme'. For example: -

- 122 employees enrolled to learn Welsh with the Council's support in the 2010-11 academic year, and;
- 112 employees attended Welsh Language Awareness Training to positive feedback

The Council also performed well against Welsh Language Board Verification Exercises which were undertaken in 2010. The Council achieved full compliance in two of the three areas (Recruitment and Official Notifications, and 2010 General Election – Forms and General Information). On the Website and Online Services verification exercise, the Council achieved near full compliance; action is being taken to achieve full compliance.

The Council has agreed with the Welsh Language Board a range of Scheme commitments that require prioritised attention. Task and Finish Groups have been established to develop detailed improvement plans for the following areas: -

- Undertake Welsh Language Impact Assessments on Council policies, plans and initiatives;
- Review and implement the Welsh Language Skills Strategy;
- Fully embed the Welsh Language Scheme into the Council's Business Planning / Performance Management approach;
- Develop a formal Monitoring Plan for monitoring / verifying the implementation of the Welsh Language Scheme;
- Develop and implement a programme of Language Awareness Training;
- Improve integration of Welsh Language Scheme requirements within the Council's procurement arrangements;
- Improve integration of Welsh Language Scheme requirements within the Council's grants / funding arrangements;
- ICT systems audit - look at compatibility of national systems to inform longer term plans.

Equality

Under the public sector duties of the Equality Act 2010 all public bodies are required to set equality objectives by April 2012 and publish a Strategic Equality Plan. Work is being undertaken by the Council to engage stakeholders to identify and prioritise local equality objectives. In addition, the Council is working in partnership with public bodies from across North Wales to identify regional equality objectives.

The Council's progress across all areas of equality is set out in the [Annual Equality Report April 2010 - March 2011](#); key areas of achievement include: -

- becoming a member of the Stonewall Diversity Champions' Programme and participating in the Stonewall Workplace Index (a benchmarking and improvement tool)
- working with a neighbouring authority to engage with Faith leaders from North East Wales, and participate in an Interfaith Day

- engaging with stakeholders and customers to improve services, for example, relevant groups were consulted on the new Managed Weekly Food Collection service.
- continued support for the Council's Women's Network which has become involved in HR policy development
- gender reassignment guidance is now available on the intranet site, supported by Transgender awareness training
- two traveller pupils being returned to mainstream education
- traveller pupils making a series of DVDs, funded by Save the Children, looking at stereotypes, rights of the child and extended entitlements. The aim is to use these as a training tool in mainstream education.
- Flintshire Community Safety Partnership funds via Welsh Government's Community Cohesion grant:-
 - a tension monitoring system managed by Flintshire Neighbourhood Watch
 - training for Council employees and partner agencies in how to identify and report community tensions
 - the Safer Wales Third Party Reporting System for Hate Crime which will be rolled out in Flintshire; the Council becoming a reporting centre for Hate Crime

Future Priorities

The main priorities for 2011- 2012 are to identify equality objectives and publish the Council's Strategic Equality Plan. Equality monitoring will need to be undertaken more systematically and robustly across the Council to inform future objectives, set targets to reduce inequalities and measure outcomes.

4.2 Overview & Scrutiny

What is Overview & Scrutiny?

Flintshire County Council exists to serve its community and the Overview & Scrutiny process exists to ensure it does this effectively. Overview & Scrutiny involves Councillors working with local people, community organisations, agencies that work in partnership with the Council and customers to provide effective and responsive services. This is to ensure local people have a say in how decisions are made and how services are delivered.

What are the aims of Overview and Scrutiny?

- To hold the executive to account by providing 'critical friend challenge'
- To reflect the voice and concerns of Flintshire residents
- To ensure it is carried out by independent minded councillors who lead and own the scrutiny process on behalf of the public
- To drive improvement in services

An [annual report](#) has been produced which discusses some of the key pieces of work undertaken by Overview & Scrutiny during 2010/11: -

Disabled Facilities Grant Workshop

In September a workshop was arranged to consider ideas and offer solutions to reduce waiting times. Research was undertaken into models of self-assessment for basic aids and minor adaptations demonstrating how other Authorities had implemented self-assessment and other innovative ways used to reduce waiting times for Occupational Therapy services. An action plan of the recommendations agreed has been produced and progress is being monitored.

Streetscene

Following a report to the Environment and Regeneration Overview and Scrutiny Committee in January 2009 a Streetscene Members' Task and Finish group was formed. Because of the complexity and scale of the Streetscene project the group concentrated on: -

- improving customer access to the service
- raising public awareness of the service
- operational changes to deliver a more joined up service
- depot rationalisation

Outcomes: -

- the Streetscene service will be accessed by a single, local telephone number and via a single dedicated webpage
- standards for all of the Streetscene services have been agreed between members of the group and officers
- the Task and Finish group worked with the Design and Print section to develop a brand which will be used on all vehicles and advertising literature to promote the Streetscene service in the future
- the Task and Finish group agreed that local ownership and accountability are a key element of a successful Streetscene service - with responsibility for all of the services within the Streetscene portfolio resting with a single member of staff within a dedicated area of the County
- under the new Streetscene arrangement, the current staff will be allocated to individual areas, based on Council ward boundaries

Housing

In April 2010, the former Community & Housing Overview & Scrutiny Committee formed a task and finish group to consider the operation and management in the use of current and future community houses. The work of the member and officer task and finish group resulted in the development of: -

- An application form along with guidance notes for prospective community houses
- An annual review and business plan template with guidance notes for existing community houses
- An annual health and safety inspection check list
- Revised management agreement which now includes a code of conduct
- The draft policy which draws together all the processes
- A review of the financial costs to the authority in supporting community houses

Winter Maintenance

Following the severe winter experienced in 2009/10 a Task and Finish Group was established to work with the Environment Directorate to consider the issues and assess options for the future delivery of the Winter Maintenance service. As part of the review all Council members were asked to comment or make observations on the service provided by the Council. The main conclusions of the review were to address: -

- National/Regional resilience to winter conditions
- Corporate operational matters relating to Schools and Sheltered housing schemes
- Council wide Business Continuity Planning
- Improving communications with members, Town & Community Councils and the general public

In October 2010 some interim changes to working practices and protocols were introduced for the winter of 2010/11, with a full review to be conducted of the Winter Maintenance Policy after the 2010/11 winter period, which was agreed by committee.

In April 2011 the committee were advised on how the service had responded to one of the coldest winters on record following the introduction of the new working practices and protocols and how the review would result in a revised Winter Maintenance Policy.

In July 2011 the committee considered the proposed new Winter Maintenance policy, before submission to the Executive. The new policy gives consideration to: -

- Prioritisation of roads
- The management of salt bins and heaps
- Salt storage
- Type and quantity of rock salt to be used
- The use of local contractors for snow clearing
- Future community involvement in footway clearance (an initiative introduced by Councillor Richard Jones)
- Weather forecasting Domain
- Snow clearance arrangements at sheltered housing units
- Number and type of gritting vehicles used
- Streetscene
- Depot arrangements

The policy was recommended for approval by the Executive, with a further report to be considered at the end of the 2011/12 winter period summarising the impact of the revised policy to consider further refinements to improve the service for the 2012/13 winter period.

5. Outcome Agreement

All Councils were required to agree an Outcome Agreement with the Welsh Government (WG) during 2010/11 to access the National Outcome Agreement Grant. The Outcome Agreements were introduced to identify how we work towards improving outcomes for local people, against the Government's National priorities. In addition, Local Authorities' Outcome Agreements had to have a strong collaborative content and evidence of partnership working in order to have the greatest impact.

The Outcome Agreement Grant replaced the former Improvement Agreement Grant and attracts a special grant of approximately £1.4 million per year over a three year period. It is a three year agreement based on ten strategic themes, with one broad outcome selected from within each theme. The themes and outcomes have been approved by Executive and the Local Service Board.

The first year's performance (2010/11) of the Outcome Agreement is complete and an analysis of performance against the actions and measures has been undertaken. The following analysis of the Outcome Agreement shows the self assessment for each of the outcomes, using the categories as detailed in the monitoring guidance: -

- Fully Successful: -
 - Met or exceeded all of the targets and milestones; or
 - Shortfall can be explained by any of the three circumstances outlined above; or
 - The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.
- Unsuccessful: -
 - None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances above); or
 - The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
- Partly Successful: - If none of the above apply, the outcome will be treated as partly successful.

Theme	Broad Outcome	Self Assessment
Theme 1 Improved quality and length of life, with fairer outcomes for all	Improved health through the life-course	Partly Successful
Theme 2 Good social care allows people a better quality of life	Support is provided so that people can live independent lives	Partly Successful
Theme 3 A strong and prosperous economy helps reduce poverty	Fewer people live in poverty	Fully Successful
Theme 4 Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing	All children and young people in Wales have a safe home and a community which supports physical and emotional wellbeing	Fully Successful

Theme 5 People have the education and skills to live prosperous, fulfilled lives	Learning opportunities that are of a high quality	Fully Successful
Theme 6 Communities are vibrant and safe, with access to good housing and sustainable transport	There is less crime and community safety issues that affect communities are effectively tackled	Fully Successful
Theme 7 Wales is an energy efficient, low carbon and low waste society	Contribute to climate change mitigation	Partly Successful
Theme 8 The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	Fully Successful
Theme 9 Our language, culture and heritage thrives	Participation in sports and physical activity increases	Fully Successful
Theme 10 Public services are efficient and provide value for money	More efficient and effective procurement	Fully Successful

Work is currently on-going with the Welsh Government to agree the self assessment of performance for the first year of the agreement and the targets for the second year. Once both are agreed, the grant payment in respect of the first year will be paid to the authority.

6. Flintshire Futures

The Council has developed the Flintshire Futures programme as its corporate programme for modernising and changing the organisation and to make best use of its resources and secure efficiencies.

The Flintshire Futures programme is a “whole” Council approach to modernisation and change. Whilst delivering efficiencies is a primary aim as part of our Medium Term Financial Strategy, the programme also promotes improvements to services.

The Flintshire Futures programme has been structured to include a mixture of short (up to 12 months), medium (up to three years) and longer (up to five years) term projects under 4 themes or “Quarters”. A diagram depicting the four quarters and the current portfolio of projects is attached on the following page. This is the programme as it currently stands; the content can change to add new projects or to stop projects if they are unlikely to deliver our objectives.

The four Flintshire Futures Quarters are:-

- **Corporate Change** – a range of projects for the whole organisation. These projects aim to improve the way the Council works, improve customer service and deliver efficiency savings.
- **Service Change** – these projects are more service specific and include our third phase of service reviews e.g. Transforming Social Services for Adults alongside a range of “choice” projects for non-statutory front-line services e.g. public car parking.
- **Regional Collaboration** – the portfolio of collaborative projects and sub-regional collaboration projects.
- **Local County Collaboration** - projects within Flintshire with our local partners.

All the projects are underway with project sponsors and management arrangements established. The scale of the projects vary in scope, change potential and efficiencies.

Successful delivery of the programme will depend on a collective will to embrace change, challenge and re-engineer our processes and ways of working and make difficult decisions and choices. Above all, success will depend on strong democratic and professional leadership to see through long-term plans for change.

Progress against each project which contributes and is relevant to the achievement of the 10 priorities of the Council is assessed in section 8 of this report.

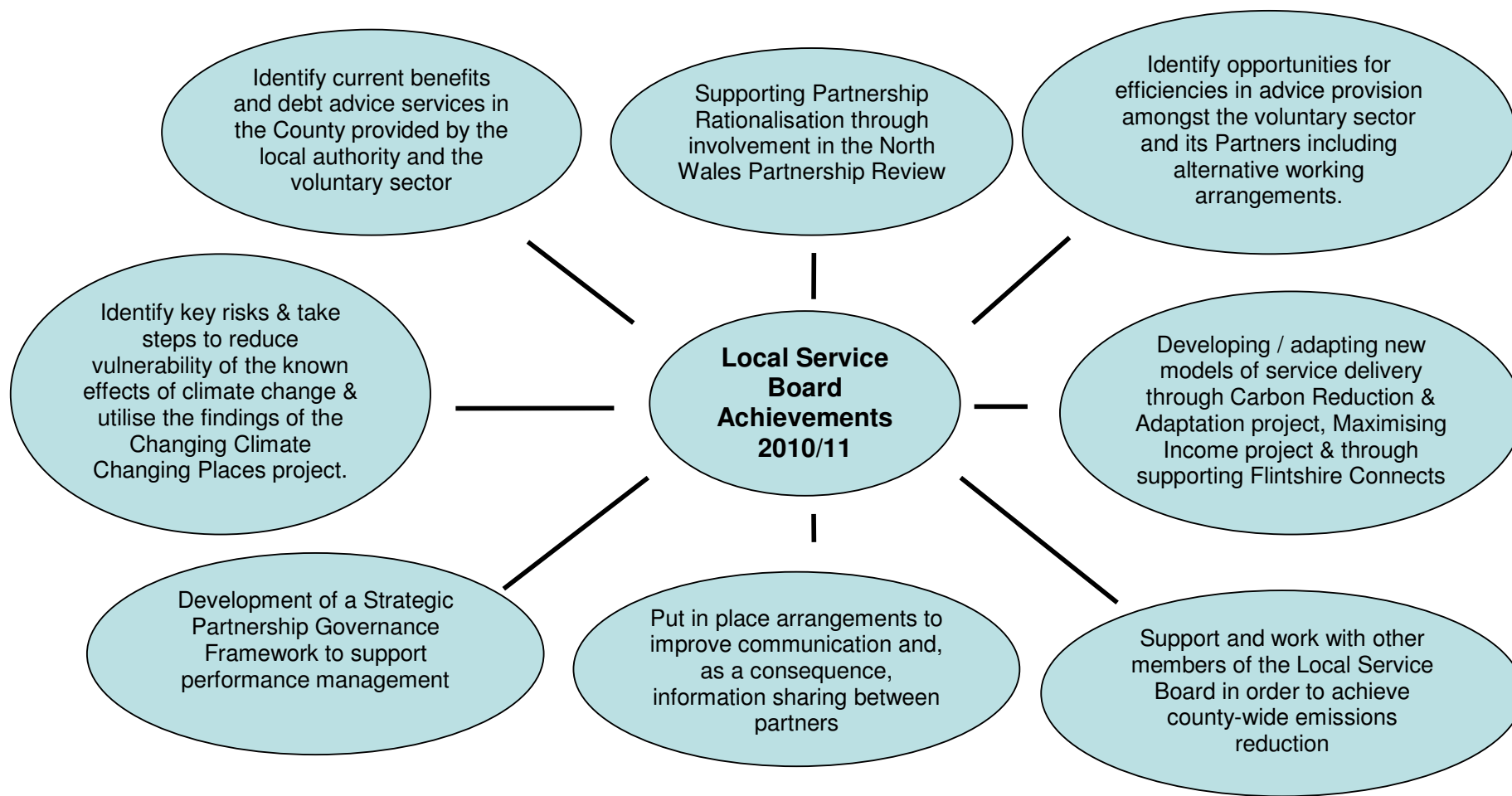
Flintshire Futures Quadrants and Current Portfolio of Projects

<p style="text-align: center;"><u>CORPORATE CHANGE</u></p> <p>Ongoing Projects</p> <p>CUSTOMER ACCESS</p> <ul style="list-style-type: none"> • Channel Shift • Flintshire Connects <p>ASSETS</p> <ul style="list-style-type: none"> • Asset rationalisation • Agile • Facilities (Soft and Hard) <p>PROCUREMENT</p> <ul style="list-style-type: none"> • P2P • Exchange Wales • Transactional Costs <p>FINANCE</p> <ul style="list-style-type: none"> • Medium Term Financial Strategy • Methods of Payment • Corporate Debt Review • Fees and Charges Policy • Cross Directorate expenditure <p>WORKFORCE</p> <ul style="list-style-type: none"> • Costs of Employment (Terms and Conditions and Management Control) • Interims/Consultants/Agency • HRMIS (Self-service) Phase II <p>SYSTEMS</p> <ul style="list-style-type: none"> • Lean • Printers and Printing • Administration Review <p>New Projects</p> <ul style="list-style-type: none"> • Fleet/Transport <ul style="list-style-type: none"> ○ <i>Procurement</i> ○ <i>Maximising Assets</i> ○ <i>Direct/Leasing</i> ○ <i>Travel costs/routing</i> • Performance and Productivity 	<p style="text-align: center;"><u>REGIONAL COLLABORATION</u></p> <p>Programme Boards</p> <ul style="list-style-type: none"> • Education Board Programme • Health and Social Care Board Programme • Environment Board Programme • Support Services Board Programme <p>Potential and On-going Bi-lateral Projects with WCBC and DCC</p> <ul style="list-style-type: none"> • LSCB (WCBC) • Youth Justice (WCBC) • Children's Disability Services (WCBC) • Community Safety (WCBC) • Occupational Health (WCBC) • Learning and Development (WCBC) • Legal (DCC) • Procurement (DCC) • ICT (WCBC) <p>Other Projects</p> <ul style="list-style-type: none"> • Emergency Planning • Regional Procurement for Mailing Distribution
<p style="text-align: center;"><u>SERVICE CHANGE</u></p> <p>Community Services</p> <ul style="list-style-type: none"> • Transforming Social Services for Adults • Social Services Fees and Charges <p>Lifelong Learning</p> <ul style="list-style-type: none"> • Education Funding Formula Review • Inclusion Services <p>Environment</p> <ul style="list-style-type: none"> • Public Toilets • Business Centres • Public Car Parks/Civil Parking Enforcement <p>Corporate</p> <ul style="list-style-type: none"> • Clwyd Theatre Cymru • HR Service Review 	<p style="text-align: center;"><u>LOCAL COUNTY COLLABORATION</u></p> <ul style="list-style-type: none"> • Carbon Reduction (LSB) • Maximising Opportunities (LSB) • Training and Development • Voluntary Sector alternative provision

7. Partnerships & Collaborative Working

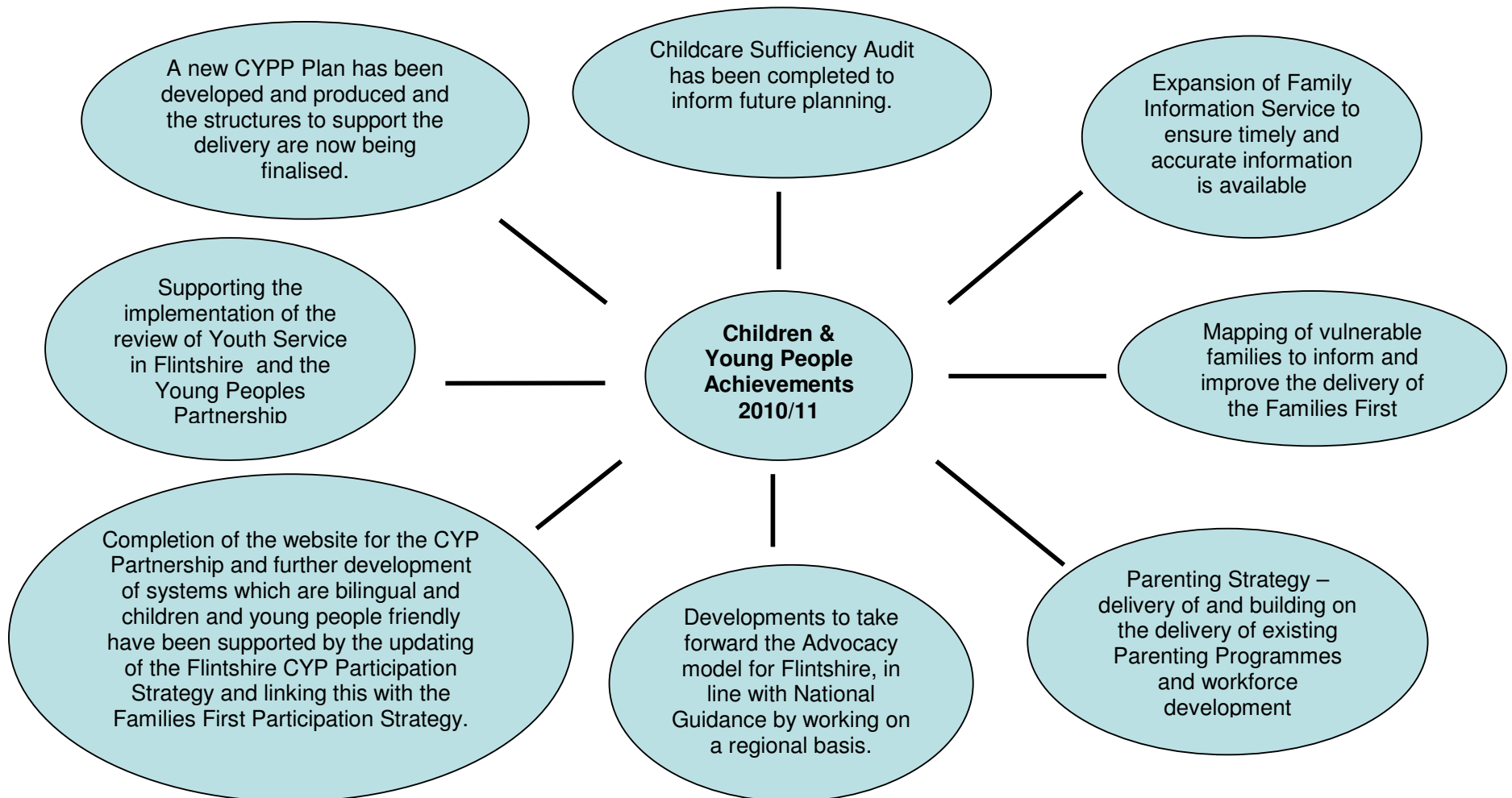
7.1 Flintshire Local Service Board (LSB)

The role of the Local Service Board is to build on effective and trusting partnership relationships as a set of local leaders. Discharging its responsibilities by consistent and effective governance and performance of strategic partnerships, identifying common issues as public bodies/employers and promoting collaboration in the design and provision of local public services. Below are the key achievements: -

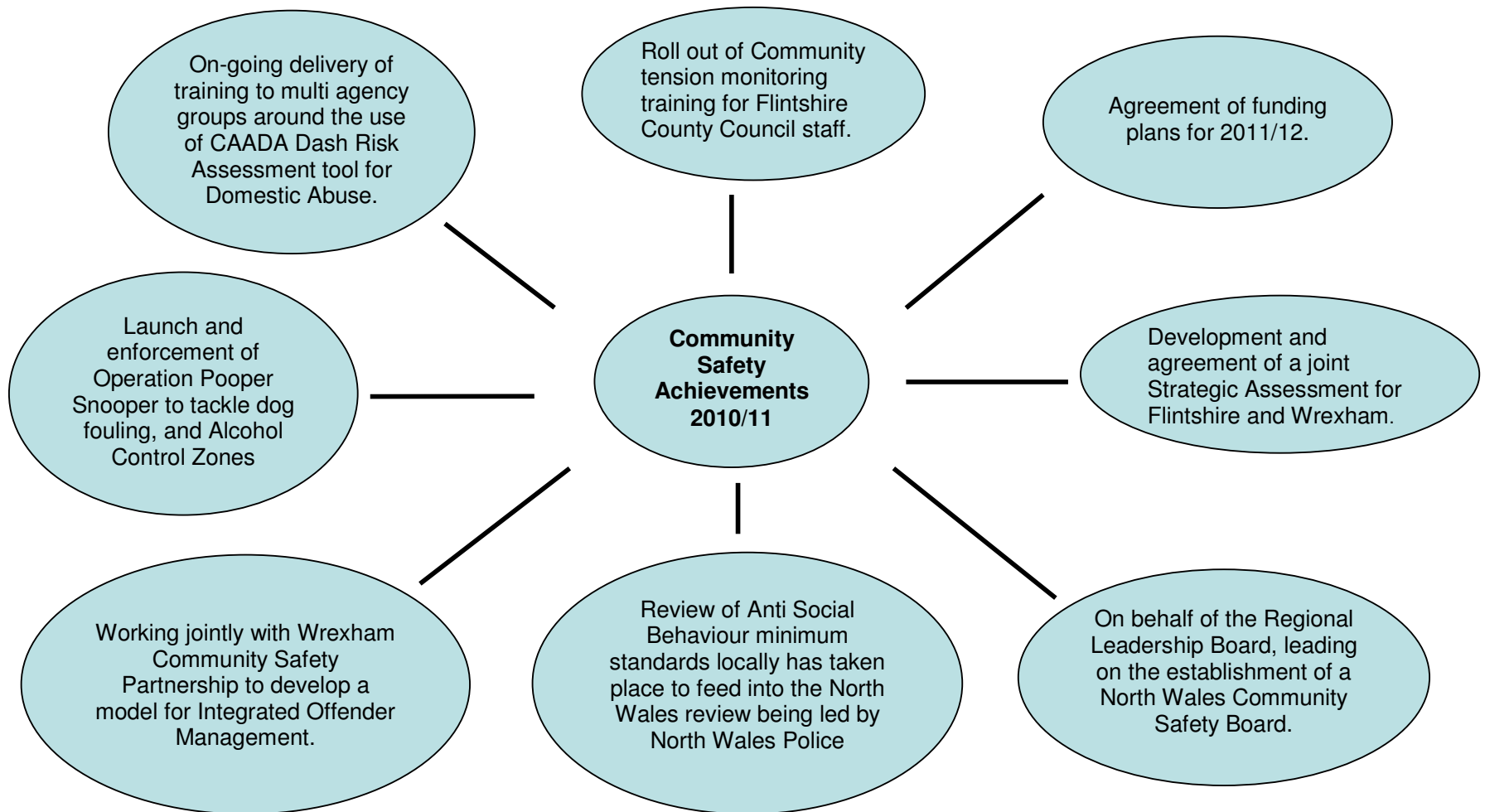


7.2 Strategic Partnerships

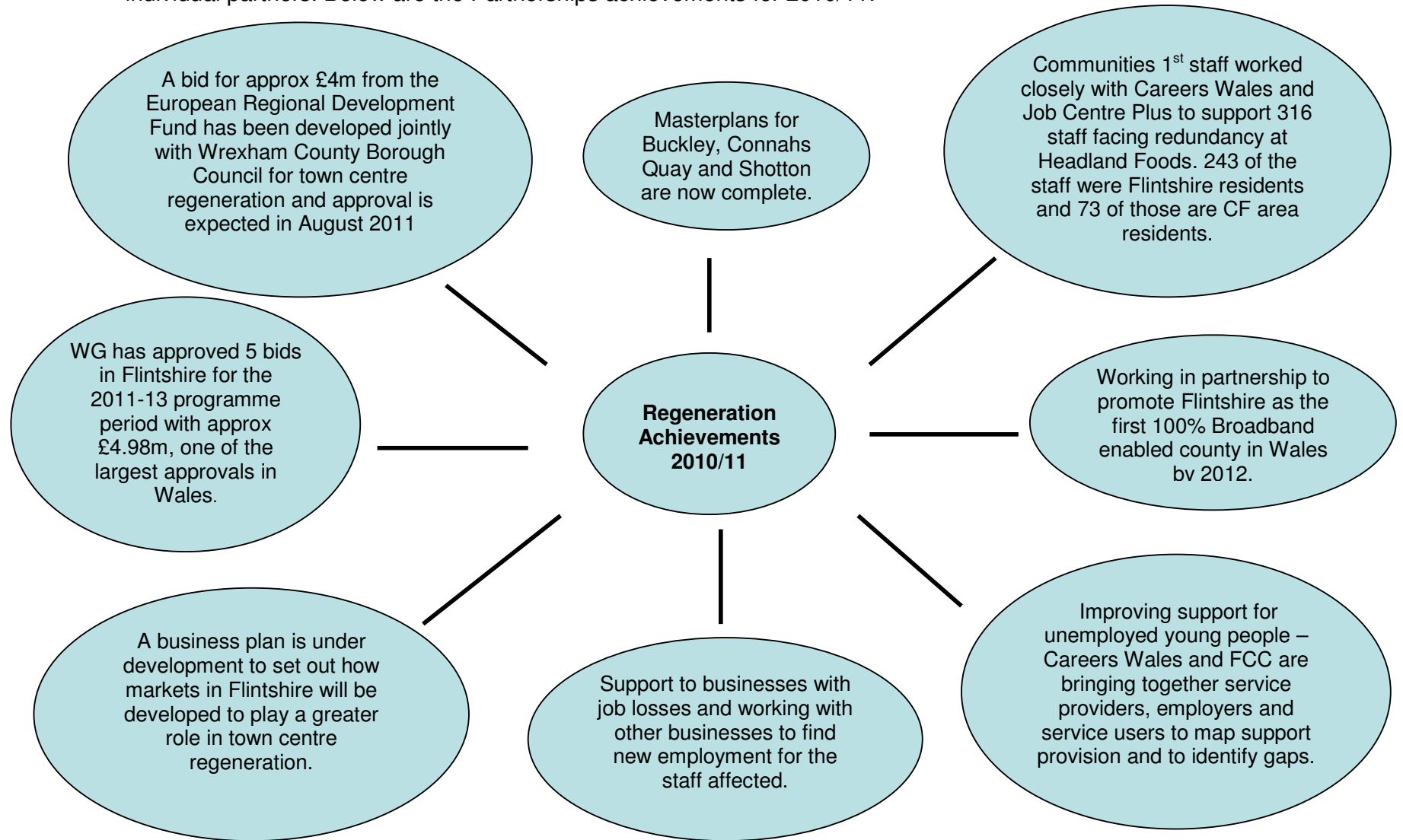
The **Children and Young People's Partnership Board** was formed to meet the statutory requirements of the Children Act 2004 and the related statutory guidance Duty To Cooperate. Below are the CYPP Boards key achievements for 2010/11:



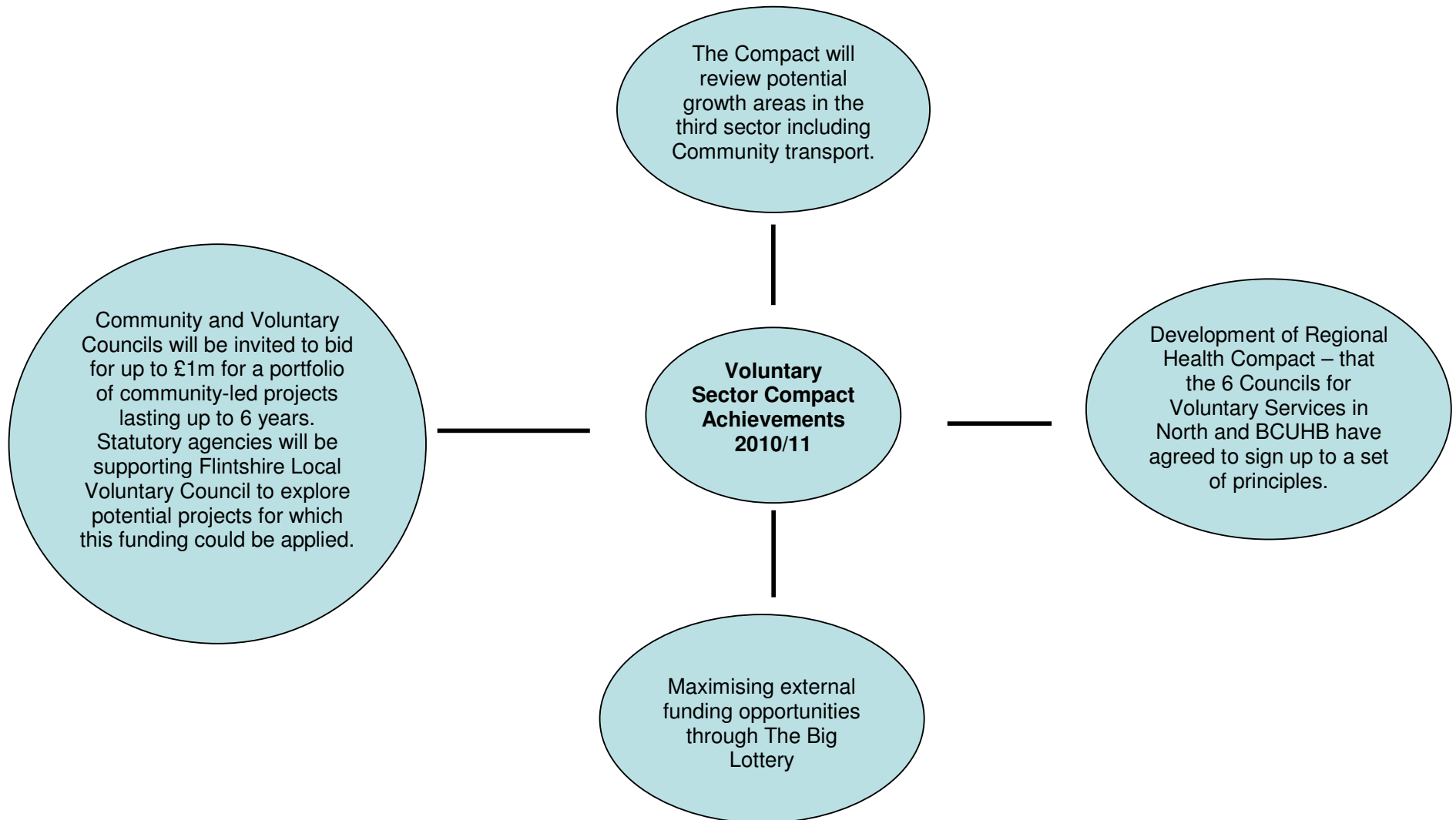
The **Community Safety Executive** was formed to carry out the business of the Partnership at the highest level. This includes the preparation, co-ordination, management and development of the Flintshire Community Safety Strategic Plan. Below are the Community Safety Partnership's key achievements for 2010/11:



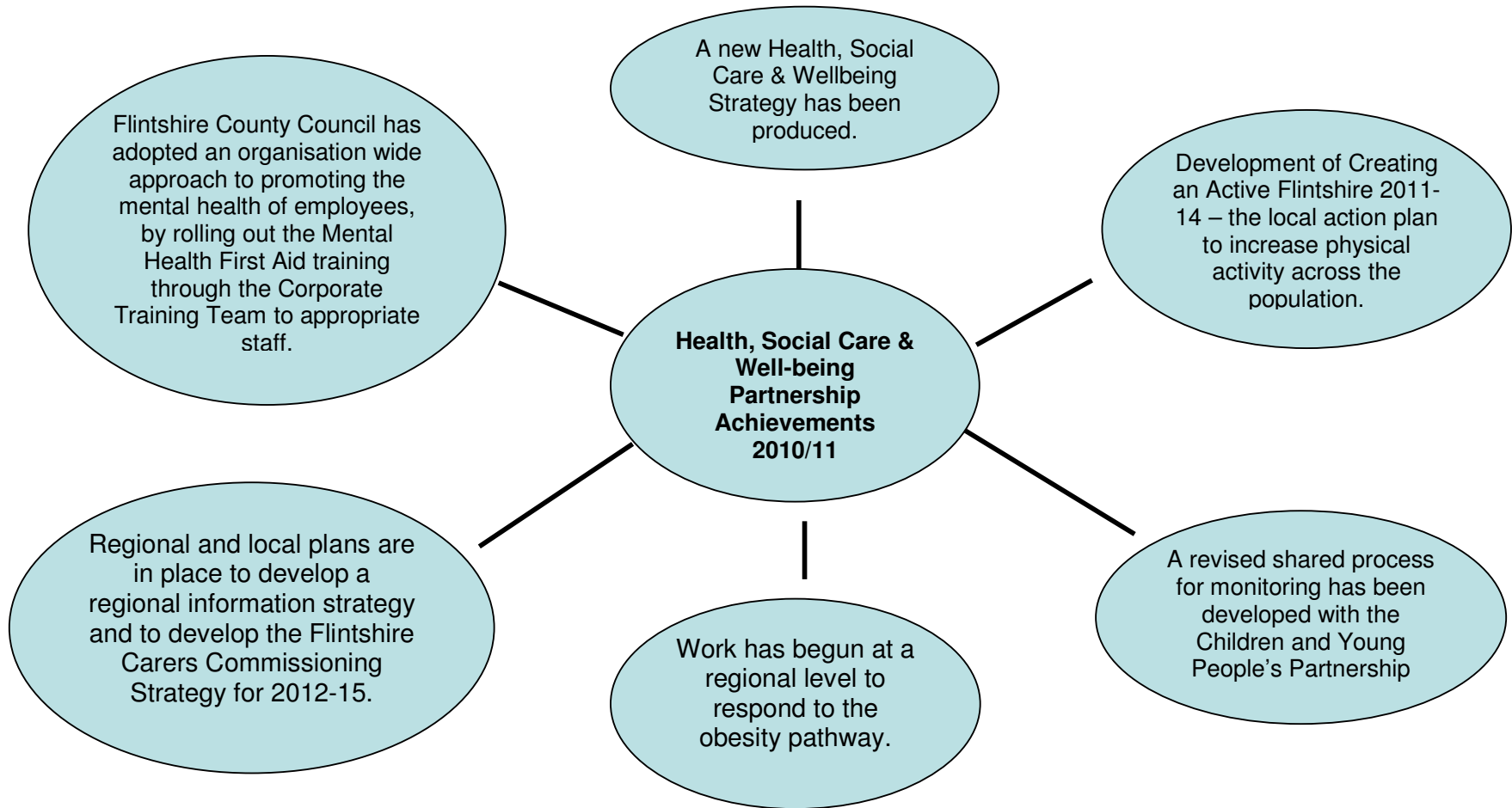
The **Regeneration Partnership** was formed to lead regeneration activity in Flintshire and to co-ordinate and add value to the work of individual partners. Below are the Partnerships achievements for 2010/11:



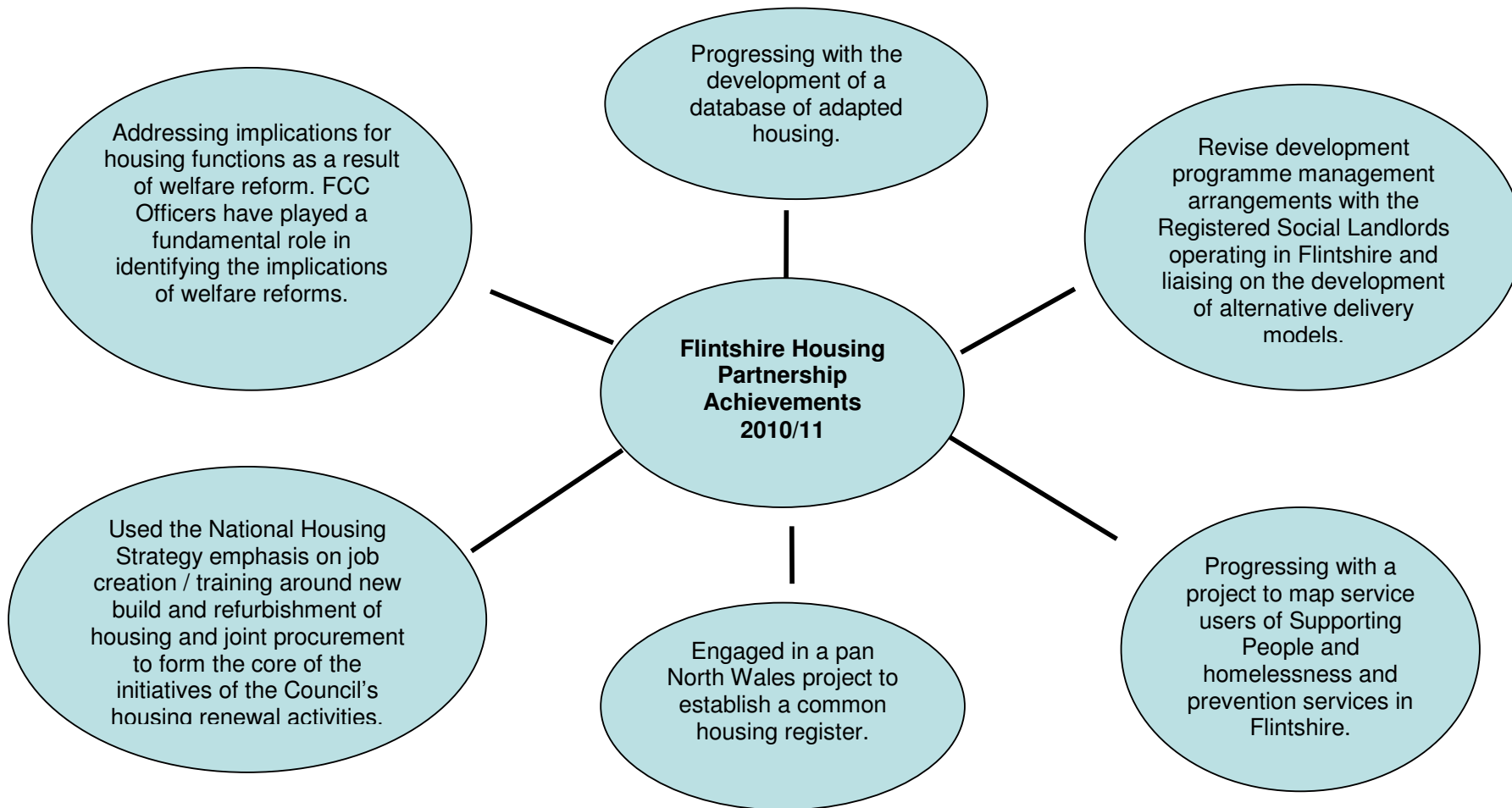
The **Voluntary Sector Compact** is a way to supporting collaboration between statutory bodies and the voluntary (or third) sector. Below are the Compacts achievements in 2010/11:



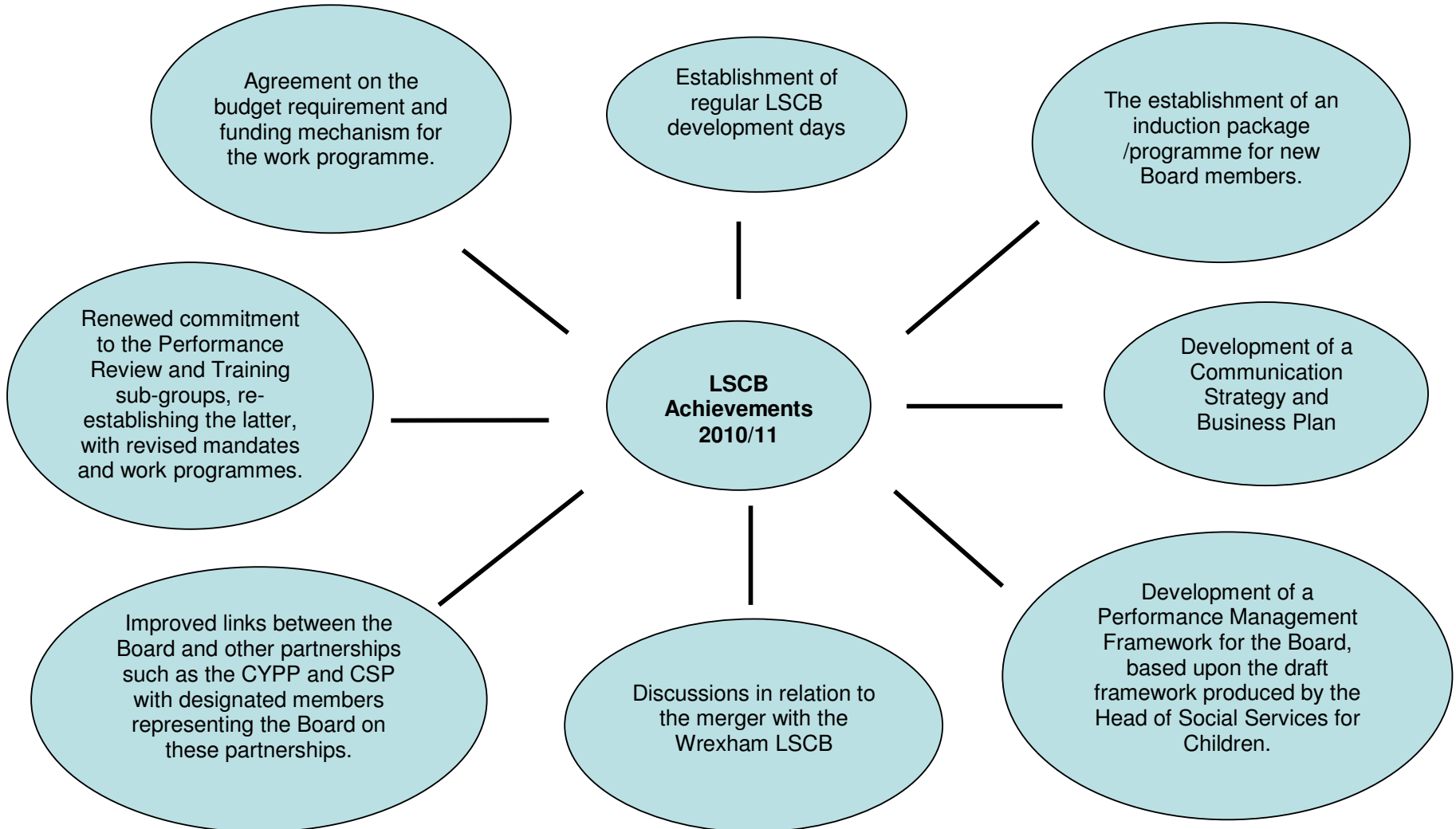
The **Health, Social Care & Well-being Partnership** is a statutory requirement in accordance with the 'Health, Social Care & Well-being Strategies (Wales) (Amendment) Regulations 2007' and associated guidance from the Welsh Government.



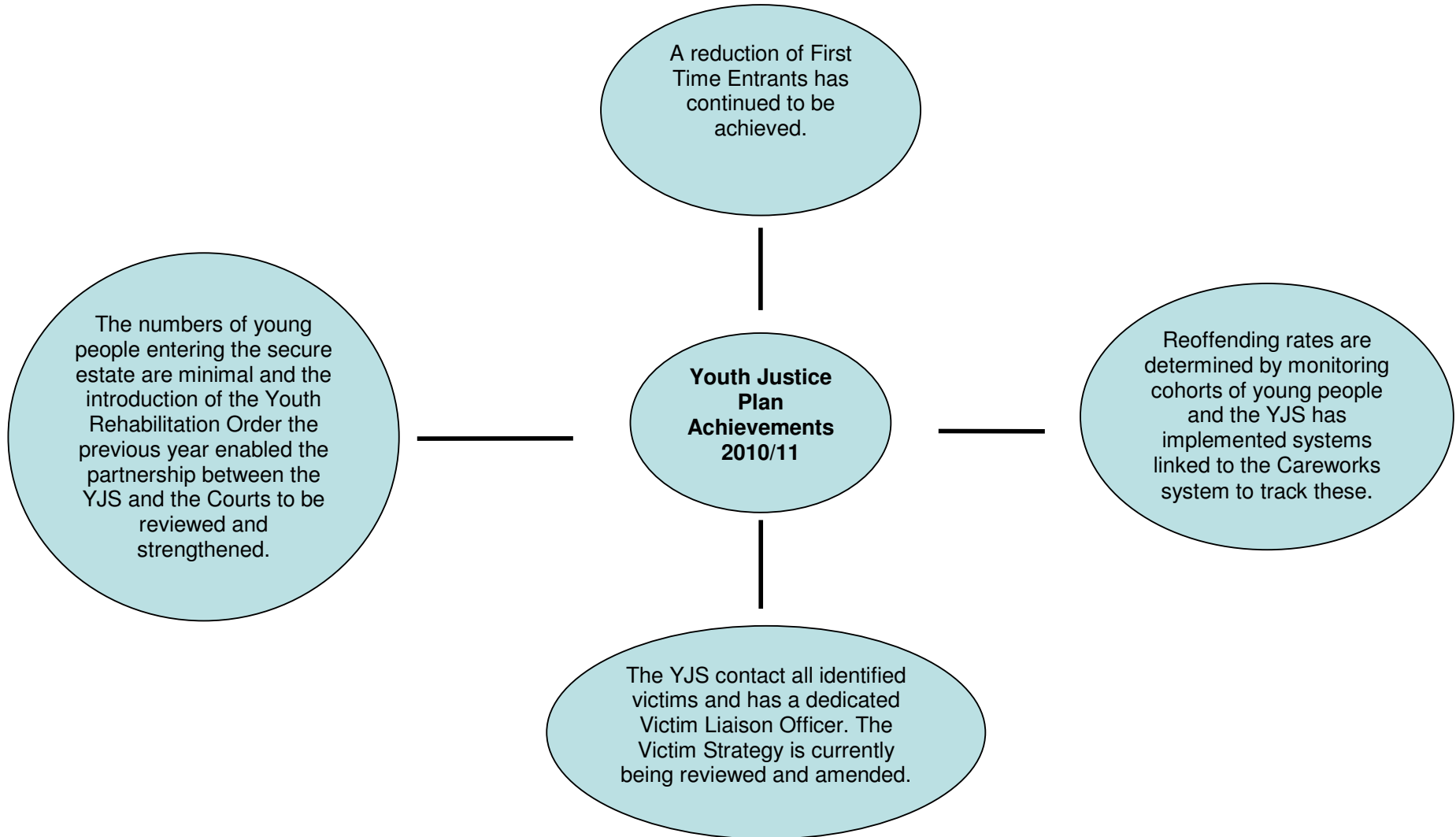
The **Flintshire Housing Partnership** was established to provide a consultative forum for strategic housing matters and provide direction to the Flintshire Local Housing Strategy.



The Children Act 2004 Section 31 requires every local authority to establish a **Local Safeguarding Children Board** to coordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children.



The **Youth Justice Plan** is written annually to meet legislative, grant making and business planning requirements.



7.3 Regional Collaboration

Collaboration for Flintshire's Improvement Plan

The Leaders and Chief Executives of all six North Wales Councils previously made up the North Wales Regional Partnership Board. This partnership has extended to include the Police, the Fire Service and the Betsi Cadwaladr University Health Board and is now called the North Wales Regional Leadership Board. Its principal purpose is to lead and support collaboration and the development of shared services. It also seeks to enable the wider public sector to work better together by sharing best practice and information and to represent the interests of public services in North Wales to the Welsh and UK Governments.

Four Programme Boards to lead programmes of collaboration have been set up. Each Board has a lead Chief Executive 'sponsor' and reports back to each council and to the Regional Leadership Board: -

- Environment and Regulatory Services – Led by Flintshire County Council (Chair – Colin Everett, Chief Executive)
- Social Care and Health – Led by Wrexham County Borough Council (Chair – Phillip Walton, Strategic & Performance Director)
- Education and Related Services – Led by Denbighshire County Council (Sponsor – Mohammed Mehmet, Chief Executive)
- Support Services – Led by Gwynedd County Council (Chair - Harry Thomas, Chief Executive)

The Boards have a core membership of Cabinet Members and Chief Officers established plus membership from Welsh Government, Betsi Cadwaladr University Health Board, North Wales Police and the Fire Service. Directors and Executive Members are making significant contributions.

All four boards meet regularly. There are various projects within each of these boards as follows: -

The Environment and Regulatory Services Board: -

- the Fleet Management Project is progressing well and consultants have identified the potential for savings and joint working
- Transforming Transport project - An initial study focussed on the work of each individual council has revealed savings of £1.4 million on a budget of in excess of £30 million, with further savings to follow from policy reviews and potential new management arrangements
- the Regional Fund is supporting work to scope projects to expand TAITH into a shared transport planning service
- there are professionally led projects in property and engineering (building and highways work), planning and public protection
- the Board has taken on management of the CCTV project which will reduce the cost of investment in renewing old CCTV equipment, in partnership with North Wales Police

The **Social Care and Health Board** is developing a joint commissioning hub for high cost low volume placements from external providers for children and adults based on experience with high cost learning disability placements. Other developments include: -

- Supporting People will become subject to regional commissioning and the programme board will help facilitate this change driven by the Welsh Government

- projects for workforce and ICT support for the client systems have led to closer professional working which will provide some savings for the individual authorities
- the Board has taken on the regional Telecare Call Monitoring Project which has started operating reducing costs by up to £400k a year for all five partners

Education and Related Services is focussing on 'Transforming Education', to create a joint school improvement service. The current service costs £5 million a year and aims to save £500k when it's established. The six councils have agreed the outline business case and propose that the new service should start in September 2012.

Support Services is following a programme of 'early starter' projects which allows professionals to identify and lead their own projects, supported by a 'top down' back office shared services project. Deloitte prepared a report on the future development of joint back office services which will provide the basis of the development of regional proposals for transactional, back office shared services. A working group has been set up to develop the proposals.

Other headlines include: -

- European funding has been secured to help deliver collaboration in ICT and joint procurement of Disaster Recovery will be the first element to be developed using this funding;
- The Regional Fund is supporting a review of Single Persons Discounts from council tax. This could deliver one-off savings of £1.4 million across our region;
- The Board is also supervising the development of a regional Emergency Planning service.

The North Wales Regional Leadership Board has sponsored a review of partnership working. The aim is to reduce the number of partnerships on the grounds of efficiency and effectiveness.

A phased reduction in partnerships across county boundaries including Local Service Boards, Health, Social Care and Wellbeing Partnerships and Children and Young People's Partnerships is underway: a regional Safer Communities Board being the first model with joint planning and commissioning work of both the Youth Justice and Community Safety Partnerships.

The Wales Audit Office in their 2011 Corporate Assessment Update for Flintshire stated that:

"The Council is actively developing opportunities to extend collaboration with partners as a means of further improving services. The Council is playing a leading role in the development of the programmes of regional developments and in the North Wales Residual Waste Treatment Partnership. Sub-regional consolidation of some partnerships is taking place and the range of joint service collaborations with other local councils is increasing. Governance arrangements for oversight of partnership work have been established and regular progress reports are provided for the Executive and for scrutiny committees. The effectiveness of collaboration will be considered in the Annual Improvement Report."

8. Flintshire's Improvement Priority Performance during 2010/11

This section of the Annual Performance Report examines our 2010/11 performance for each of the 10 Improvement Priorities taking into consideration assessments of our performance through a number of means: -

- progress against key actions and projects
- regulatory, audit & inspection activity (including recent WAO report)
- progress against identified risks and challenges and the key actions to mitigate them
- performance indicator outturns (trend and target analysis)
- progress against Flintshire Futures projects
- consultation and surveys

These have been used as key sources of evidence, alongside our self assessments to summarise our progress.

The appropriate selection of one or more of the original 10 governance priorities and 30 public service priorities are identified within each of the relevant sections describing the 10 Improvement Priorities.

The 10 Improvement Priorities are as follows: -

- 8.1 to be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy – whilst ensuring our local taxes and fees and charges are fair and affordable
- 8.2 to achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services
- 8.3 to be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement
- 8.4 to achieve the highest standards of customer service and care through our Customer Services Strategy
- 8.5 to make our communities safe and to safeguard the vulnerable, with children and older people being priority groups
- 8.6 to protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty
- 8.7 to promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services
- 8.8 to meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets
- 8.9 to secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
- 8.10 to protect, plan and develop sustainable natural and built environments

A key to explain the Red, Amber, Green (RAG) Status

G	<p>PIs - met or exceeded target</p> <p>Actions/Projects - completed or expected to complete ahead of schedule and to deliver planned outcomes</p> <p>Risks – the risk is not expected to happened within the next five years and the organisation has a high degree of control over the risk</p>
A	<p>PIs - missed target but not to such an extent that significant remedial action(s) is required</p> <p>Actions/Projects - currently in progress but expected to be completed behind schedule, with all the key outcomes achieved/expected to be achieved</p> <p>Risks – the risk has recently happened or expected to happen in the next few years and the Council has a moderate degree of control over it</p>
R	<p>PIs - missed target, and significant action is required to get the target back on track</p> <p>Actions/Project - completed or expected to complete significantly behind schedule and / or with some key outcomes not being achieved</p> <p>Risks - the risk is currently being experienced or will shortly be experienced and the organisation has a low degree of control over it</p>

8.1
A

To be a modern, efficient and cost effective public organisation through our four resource strategies – the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy – whilst ensuring our local taxes and fees and charges are fair and affordable

This section incorporates the following original priorities: -

- to promote and maintain a positive and confident reputation for the Council and the County locally, regionally and nationally
- to continue to make progressive change in the culture, efficiency, effectiveness, adaptability and performance of the organisation both corporately and in service planning and delivery
- to develop and follow a resilient medium and longer term financial strategy whilst maintaining an affordable level of Council Tax for local taxpayers
- to achieve the aims and objectives of *The People Strategy* with an emphasis on people management practice, management performance, attendance management and agile working
- to implement effective business continuity plans to protect key services
- to maximise the use of the Council's land and asset base for the achievement of Council priorities and to maximise capital receipts or income

Performance against this priority has been adequate with the key pieces of evidence predominantly showing an amber status.

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The Council has completed and is operating the Council (Plan) Governance Framework.

G

The Council has developed a revised set of ten Improvement Objectives that were approved by the Executive Board in May 2011. This set of Improvement Objectives reflect existing policies, the previous 40 Administration Priorities and

	the five themes of the County Vision. It is recognised that clearer success measures will enhance future reporting arrangements.
A	The Council invited the Welsh Government Association (WLGA) to undertake a Financial Peer Review which was undertaken in January 2011. The review found that the Council, "has the potential to deliver the highest standards of service to its communities and citizens and has a clear ambition to improve further its performance". The review also acknowledged that the organisation would need to take steps to better prepare for future financial challenges.
A	<p>Work commenced on the Medium Term Financial Strategy (MTFS) 2011-2015 during 2010/11, which was subsequently approved by the Council on 29th June 2011. The MTFS incorporates an initial medium term financial plan for 2011-2015. A detailed financial plan which incorporates the financial implications of the Council's priorities, financial pressures and efficiencies from Flintshire Futures programme or other opportunities to reduce cost, will be in place for the 2012/13 budget round.</p> <p>Risks under the MTFS are identified in SARC CG06 as are a number of mitigating actions. These actions are being progressed and at the year end the risk was amber.</p>
A	<p>During 2010/11, the Council was effective in its budget management and despite significant pressures it succeeded in operating within its overall agreed budget, including the establishment of a fund to support changes through the Flintshire Futures programme. But in achieving this there was overspending against the planned budget in some service areas, such as out of authority placements for children, which has been met by vacancy management and other corporate cost management measures.</p> <p>Risks to maintaining effective control over the Council's financial affairs are identified in SARC CG07. As with CG06, above the mitigating actions are being progressed and at the year end the risk was assessed as being amber.</p> <p>The 2011/12 budget approved by Council 1st March 2011 was set against the backdrop of a 1.7% decrease in revenue support grant from Welsh Government.</p>
G	A programme of efficiencies totalling £8.9m enabled the Council to manage its budget within available funding and keep the Council Tax rise to 3%.
G	<p>National PI (CHF/008) – The percentage of non-domestic rates due for the year which were received by the authority. The authority achieved an outturn of 98.94% for this indicator, exceeding the target of 98.5% and improving on the previous year's performance of 97.86%. The Council ranked 1st in Wales.</p> <p>National PI (CHF/007) – The percentage of Council Tax due for the financial year which was received by the authority in that year. The authority achieved an outturn of 97.51% for this indicator, narrowly missing the target of 97.6%, but improving on the previous year's performance of 97.17%. The Council ranked 4th in Wales.</p>
	The People Strategy 2009/12 includes a high level action plan which was agreed prior to the decision to review the Single Status proposal and the development of the Flintshire Futures programme. Although both have required significant

A

additional work by the Human Resource service, progress is being made in many workstreams and this is reported to elected members regularly. This has resulted in the overall pace of delivery being behind schedule. This is a recognised risk (SARC – CG10) and the implementation of the HR service review (in the autumn) will better support the delivery of more fundamental elements of the People Strategy such as Workforce Planning. Work in this area is also supported by the Flintshire Futures Projects (HRMIS Self Service and Use of Interim Consultancy and Agency Staff).

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The Council's ICT Strategy is a four year strategy which defines the use of ICT to support the Council's priorities and services. The strategy is supported by an action plan with key milestones and has an allocated lead officer. An update report on the implementation of the strategy was presented to the Council's Executive in April 2011, which highlighted the significant progress since the last update report. Progress included:

- The purchase of an Electronic Content Management (ECM) system.
- Work being underway to upgrade the Masterpiece financial systems which will enhance functionality and prepare for the implementation of our Purchase to Pay (P2P) electronic procurement solution.
- Formally signed up to the Welsh national electronic trading hub *xchangewales*.
- Mobile Working – WAG Invest to Save Bid – Implementation of mobile working in Housing Maintenance, Building Control, Planning Enforcement and Development Control.
- A review of our website by (Socitm) has seen the website rating improve from 1 to 2 stars

The Authority recognises its risks in relation to its ability to implement the ICT Strategy (SARC CG08) which is also supported by SARC CG09 which relates to Information Governance. Both risks were assessed as amber at 31st March 2011.

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The Authority realises that it has too many buildings that are costly to maintain, have inflexible working spaces and are no longer in the right locations for delivering the best services and for customers to easily access them. A Flintshire Futures project is currently being undertaken to address these issues. This project is crucial to the delivery of other connected workstreams and is the critical path to driving change. This is a long-term project and is being approached in three phases, the first of which will focus on release of leases, conversion of storage space, use of underutilised space, maximising use of the Flint office.

The risks for the management of the Council's land and property assets to support the priorities of the Council are described in SARC (CG05). At the year end the risk was assessed as amber.

8.2

A

To achieve the greatest possible cost efficiencies through regional collaboration to reinvest in local public services

This section incorporates the following original priorities: -

- to cope and prosper in the coming years of reductions in revenue and capital for public services and continue to improve and perform as a public services organisation

- to modernise and improve Council procedures and performance in procurement practice, to meet the aims of the *Opening Doors Policy* of the Welsh Assembly Government for small and medium sized businesses and to achieve cashable and non-cashable efficiency targets

Performance against this priority has been adequate with the key pieces of evidence predominantly showing an amber RAG status.

A In its Improvement Assessment the WAO reported that “The Council is actively developing opportunities to extend collaboration with partners as a means of further improving services”. The Council is playing a leading role in the development of the programmes of regional developments and in the North Wales Residual Waste Treatment Partnership. Sub-regional consolidation of some partnerships is taking place and the range of joint service collaborations with other local councils is increasing.

Governance arrangements for oversight of partnership work have been established and regular progress reports are provided for the Executive and for Scrutiny Committees.

A A regional review of transportation is being undertaken which aims to make improvements and savings by reviewing the following services and their policy framework which drives demand for: -

- Mainstream home to school transport
- Transport for children with additional learning needs
- The subsidised public bus network
- Social Services transport

Quick wins, the major policy issues, the administration and management of the service across the region, and a series of route review demonstration projects will form the core of the work programme.

G The Council’s Executive endorsed the proposals and timescale for implementation of the outcomes of the North Wales Partnership Review.

Potential efficiencies that complement this review locally include Community Safety Partnership, the Local Safeguarding Children’s Board and the Youth Offending Team as shared partnerships across both Flintshire and Wrexham. The changes that are now being implemented as a result of this review include:

- The introduction of a Regional Leadership Board (RLB) was formed in January 2011 to build on the good examples of leadership and collaboration at a regional level and coordinate and lead the process of negotiating rationalisation of partnerships.
- Development of a regional North Wales Safer Communities Board by April 2012. This Board will take responsibility for governance, regional commissioning and formal accountability and oversight of operational delivery arrangements of Community Safety Partnerships, Youth Justice Services and aspects of the Criminal Justice Board on a regional level. The ultimate goal is to facilitate the regional merger of the other ‘strategic’ partnerships. The development of this Board will enable the testing and evaluating of a regional approach for Community Safety, Youth Justice and Criminal Justice partnership working, that could be applied to other areas of work.

- Sub-regional consolidation of Local Service Boards, Children and Young People's Partnerships (CYPP's), Health, Social Care and Well-being Partnerships (HSCWBP's) and Local Safeguarding Children Board's (LSCB's) with linked delivery roles for Community Safety Partnerships (CSP's). The timetable for sub-regional consolidation of these bodies was developed by April 2011 with implementation to be agreed at a sub-regional level, with consideration given around local determination and choice.

G

The local authority, police authority, police service, primary health service, probation and fire service have a statutory duty to work together to address community safety. Collectively these bodies make up the Community Safety Partnership (CSP) who are required to produce a Strategic Assessment each year and a Strategic Plan which is formulated every three years. Building on the close working relationships of Flintshire and Wrexham's CSP's, it has been agreed that the two CSPs will commence joint production of the new Strategic Plan.

G

Every local authority is required to establish a Local Safeguarding Children Board (LSCB); Flintshire have done this with Wrexham. The role of the LSCB is to co-ordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children. The LSCB Strategic Plan for 2011 to 2014 and the Business Plan for 2011/12 have been developed for the newly formed (April 2011) joint LSCB.

G

The Council has entered into a partnership agreement with Wrexham County Borough Council (WCBC) to deliver cost savings and implement service improvements to Occupational Health services. The partnership agreement was recently signed for Flintshire to provide Occupational Health services for the WCBC workforce.

A

The Council recently purchased a Purchase to Pay (P2P) e-Procurement system for electronic order and invoice processing. The Central Procurement Unit (CPU) together with colleagues from ICT, Finance and LEAN representatives are implementing a new system to streamline the order and invoice processing functions within the council. A Project Manager has been engaged to deliver the pilot project which will be within the Corporate Services service areas and is planned to start November this year. The wider rollout to the rest of the organisation will continue after the pilot and will complete by March 2013. The P2P solution is being jointly procured with Wrexham County Borough Council.

The Council has also entered into a joint management arrangement with Denbighshire County Council for management of the procurement service. However, the shape of the central procurement unit going forward will be informed by the regional and national initiatives that are currently ongoing.

Other workstreams including a spend analysis and service review have yet to be completed.

The regional newsletter for procurement states that up to 31st March 2011, the agreed cumulative cash related savings are confirmed as £2.37M and that further potential savings in excess of £1M have been identified through a series of framework agreements that are available to the Local Authorities.

8.3
A

To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement

This section incorporates the following original priorities: -

- to achieve a legal, acceptable and affordable Single Status Agreement

Performance against this priority has been adequate with the key pieces of evidence predominantly showing an amber RAG status.

A

The Single Status project is progressing and a number of workstreams were concluded at the end of 2010/11 as part of phase one of the project. The risks relating to the Single Status are included within the SARC (CG11) and the actions to mitigate the risks frequently reviewed. At year end the overall risk level was assessed as amber.

A

Flintshire County Council is undertaking a project to change the way in which it procures and uses agency workers, interims and consultants and which will empower managers to make better use of existing resource opportunities. This will reduce dependency on these groups and release savings. This project is being undertaken as part of the Flintshire Futures programme. The project plan is in place with a “virtual” project team focusing on separate actions. Whilst the project is progressing, the targeted efficiencies were revised in August following review of the project and the difficulties identified in tracking and releasing the efficiencies.

A

The Council is also undertaking a project to reduce the costs of employment within the Flintshire Futures programme. The reductions will be achieved by identifying and delivering against cost saving opportunities which are attainable in the short and medium term by improved management control and discipline, and negotiation with Trade Unions. A proposal to achieve the targets has been agreed with the Corporate Management Team. There are two parts to the project, (i) Management Control items & (ii) Terms & Conditions subject to Trade Union negotiation. Work to progress the Management Control items are underway with Directors and Heads of Service providing plans to release efficiencies in relation to overtime, travel & vacancies.

G

The Corporate Training Section in conjunction with Deeside College have written a new People Development Strategy which has been implemented from September 2010. As part of this, the Council is working in collaboration with Deeside College to develop and deliver a series of supervisory and management training programmes for Flintshire County Council’s employees as well as developing specialist and vocational training for the workforce. This is an ongoing process whereby courses are accessed / developed in accordance with appraisal data (training needs identified through the appraisal process). Corporate Training started rolling out the supervisory and management training programmes in September 2010, totalling 168 people up to end March 2011. In addition, 460 staff attended specialist courses during the last academic year and 165 attended NVQ courses through Deeside College.

A

National PI (CHR/002) – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. The authority has implemented a new absence management policy which supports improved

working practices for managers and Human Resources, including the production of improved absence management reports for managers. The authority achieved an outturn of 10.36 days for this indicator. Whilst the performance did not meet the target of 10 days it did improve on the previous year's performance of 10.83 days.

8.4

G To achieve the highest standards of customer service and care through our Customer Services Strategy

This section incorporates the following original priorities: -

- to attain high and consistent levels of customer service, and to develop more flexible personal and remote customer contact services through an ambitious Customer Services Strategy
- to reshape and improve the Street Scene Services

Performance against this priority has been good with the key pieces of evidence predominantly showing a green RAG status.

A

The Council aims to deliver high and consistent levels of customer service across all council service. Risks for being Customer Focused have been identified and are monitored through the SARC (CG13). There are a number of actions which are being progressed to mitigate the risks including: -

- Implementation of a comprehensive Customer Services Strategy which was approved by the Executive in May 2010
- Improved telephone access
- Campaign to increase the use of the Council's website

There are two Flintshire Futures projects which are key to supporting our Customer Services Strategy; Flintshire Connects and Channel Shift: -

A

The Flintshire Connects project is about delivering improved customer facing services to the residents of Flintshire in partnership with others and through the provision of accessible, modern and community based facilities 'hubs'. There is a strong partnership element and discussions are being undertaken with key partner organisations such as the Police, CAB and the Employment Centre who want to maintain a strong local presence indicate recognition of the mutual benefits and potential efficiencies which exist through Flintshire Connects in terms of shared front and back office functions and rationalisation of shared IT facilities. It is anticipated that the first hub will open within the early part of 2012.

A

The Council's Customer Access Channel Shift project, will encourage customers to move towards using more cost effective ways of accessing the Council's information and services. Data gathering is underway to identify how our customers access the council on a service level basis via the telephone, via the website and face to face. This exercise will allow the Council to target services and customer groups to gain the most benefit of moving them from face to face to telephone, and telephone to self service.

G

A new local telephone number and single webpage has been launched for Streetscene services. The enquiries will be directed to the Council's own Contact Centre and answered by staff trained to deal with all of the Streetscene services.

This will ensure efficiency and speed in dealing with enquiries.

A Local PI (CUSM1) – The percentage of initial complaints responded to within 10 working days. The annual performance for this indicator was 68.54%, an improvement on that achieved for 2009/10, but significantly short of the target of 80%. This is an area where the authority remains focussed on performance by directorates, and continues to identify issues for directorate managers to action in their respective areas.

G During the fourth quarter of 2010/11, nearly 69,000 calls were received via the switchboard with over 98.5% of calls being answered within the customer care standard of 15 seconds – a continued improvement on the first, second and third quarters of 2010/11. In the same fourth quarter period there were 398,880 direct dial calls to the authority, an increase of over 29,000 on the previous quarter. Despite this, the number of calls answered within the 15 second standard remained around 92%.

G Despite the number of Contact Centre enquiries more than doubling from 611 in the third quarter to 1358 for the fourth quarter, the average percentage of enquiries completed within 10 working days was successfully maintained at nearly 93%.

8.5 **G** **To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups**

This section incorporates the following original priorities: -

- to extend the impact of Public Protection Services to safeguard communities and public health
- to achieve a higher level of public confidence in the safety of communities in partnership with North Wales Police and others partners
- to promote citizen responsibility to support the work of the public services e.g. crime prevention, enforcement, community participation and community action
- to safeguard vulnerable adults, older people and children in partnership with statutory agencies and other partners

Performance against this priority has been good with the key pieces of evidence predominantly showing a green RAG status.

G Data is collected about how safe people in Flintshire feel. This is measured in 3 categories as outlined below, with the performance achieved for 2010/11: -

- Percentage of people who feel safe in their own home in daylight = 97.9%,
- Percentage of people who feel safe in their own home at night = 91.5%
- Percentage of people who feel safe in the streets within a five mile radius of their home = 79.20%

G The local authority, police authority, police service, primary health service, probation and fire service have a statutory duty to work together to address community safety. Collectively these bodies make up the Community Safety

Partnership (CSP) who are required to produce a Strategic Assessment each year and a Strategic Plan which is formulated every three years. Building on the close working relationships of Flintshire and Wrexham's CSP's, it has been agreed that the two CSPs will commence joint production of the new Strategic Plan. The first planning meeting was held in April 2011. Priorities to be addressed within the plan include: -

- Reducing levels of violent and acquisitive crime
- Tackling anti-social behaviour and hate crime
- Reduce re-offending
- Reduce the harm that substance misusers cause to communities, individuals and families

G Every local authority is required to establish a Local Safeguarding Children Board (LSCB); Flintshire have done this with Wrexham. The role of the LSCB is to co-ordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children. The LSCB Strategic Plan for 2011 to 2014 and the Business Plan for 2011/12 have been developed for the newly formed (April 2011) joint LSCB.

G National PI (SCC/010) – The percentage of referrals that are re-referrals within 12 months (children). The authority achieved an outturn value of 7.76% for this PI, which means we exceeded target (15%) and improved on our performance in the previous year (9.45%). This performance ranks us 2nd in Wales, for the second year running.

A The authority collects data on a number of national performance indicators to establish whether it is achieving statutory timescales for undertaking reviews: -

- National PI (SCC/034) – The number of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales. The authority achieved an outturn figure of 94.4%, narrowly missing the target and dipping slightly on last year's performance. Whilst it may appear worrying for conferences to be held late, there are occasions where it is necessary to reschedule conferences, for reasons out of the control of the Safeguarding Manager, but in the interests of the child. This is usually cases where a family member or professional cannot attend.
- National PI (SCC/021) - The percentage of looked after children reviews to be carried out within statutory timescales. The authority achieved an outturn figure of 82.8%, missing our 92% target and declining on the performance for the previous year. The dip in performance is mainly due to the Social Workers needing to cancel meeting which cannot then be rescheduled within the timescale.
- National PI (SCC/016) - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable. A steady increase in performance has been seen throughout the year and at year end an outturn figure of 62.8% was achieved, missing the 70% target. The implementation of a new flagging system for reviews has enabled social workers to prioritise their workload to meet the required timescales more effectively. The improvement in performance has meant that the annual RAG status has improved from red to amber.

RAG National PI (SCA/019) - The percentage of adult protection referrals completed

Status where the risk has been managed. This was a new PI for 2010/11 and therefore a target was not set for this year, thus a RAG status has not been determined. The authority attained performance of 38.47% which ranks the authority 14th in Wales. Now that a benchmark has been established a target will be set for 2011/12 and onward.

N/A

G

Our Public Protection service undertake inspections of high risk businesses as part of their role. National PI (PPN/001) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards, Food Hygiene, Animal Health and Health and Safety. 100% was achieved for all four categories.

8.6
G

To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty

This section incorporates the following original priorities: -

- to reduce extreme poverty, and make the best use of local resources to provided advice and extend benefits take-up, in partnership with others
- to protect, promote and develop the local economy through the transport and communications infrastructure, land and asset use, and the educational system
- to declare the Council's first Neighbourhood Renewal Area (NRA)

Performance against this priority has been good with the key pieces of evidence predominantly showing a green RAG status.

A

The continued development of Flintshire's Town Action Plan programme, with the completion of town centre master plans for Buckley and Shotton / Connah's Quay. The programme has attracted wide interest within the media and we are now seeing a higher level of developer interest. Work will now move towards implementing long-term strategies for these towns.

Risks for regeneration and protection of Flintshire's town centres are monitored through the SARC, (CL10). The development of the Town Action plans is a key action to mitigating the risks. The overall risk assessment at year end was amber.

A

Risks around the health of the local economy are monitored via the SARC (CL09 – Economic Regeneration Strategy). There are two key areas of work to mitigate the risks, (i) revitalisation of the Regeneration Partnership and (ii) publication and implementation of the Regeneration Strategy. Both areas of work have progressed throughout 2010/11 and at year end the risk was assessed as amber.

The Regeneration Partnership held its first Economic Regeneration Conference on 11th February 2011, when partners and stakeholders were able to review progress and identify priority actions for the next two to three years. The Partnership is using the theme 'Flintshire: Open for Business' to encompass its work and has created themes for regeneration in Flintshire (Business, Places and People). The priorities identified from the conference have been incorporated under these themes.

G

Flintshire Business Week (FBW) was held between 12th and 21st October 2010.

1601 Small and Medium Enterprise (SME) business delegates attended the week long programme of 53 events, an increase of 62% since 2007, a significant achievement compared to FBW 2009 which attracted 1554 delegates over a two week programme. A total of 90 sponsors from the public, private and voluntary sectors supported the event, an increase of 311% since 2007.

A

In January 2010, the LSB agreed to tackle the causes of poverty as a collective. A 'Task and Finish' work was undertaken to identify work streams and existing networks to support the project and opportunities for 'added value' collaboration in areas where work is already underway to tackle poverty and disadvantage. The priorities for this project were reassessed in July 2010 and 'Maximising Income' was identified as a project area focusing on: -

- Benefits and debt advice
- Affordable credit
- Financial literacy

Work has been undertaken by Flintshire County Council and the partner organisations involved, to progress this project throughout 2010/11.

G

The unemployment rate at April 2011 was 3.4%, representing 3,234 Flintshire residents registered for Job Seekers Allowance. Flintshire's unemployment rate remains low compared both with Wales (4%) and the UK 3.8%. The unemployment rate at April 2010 was 4.2%, representing 3,684 Flintshire residents registered for Job Seekers Allowance.

G

National PI & Outcome Agreement Measure (BNF/004) – Time taken to process Housing Benefit and Council Tax Benefit new claims and change events. There has been a marked improvement in performance from the beginning of the year. The continuous improvement was recognised by amending the annual target to a more challenging 12 days during the year. The annual outturn of 10.03 days is a very good overall result. Processes continue to be reviewed to ensure that we are working at an optimum level and we are setting new challenging targets for 2011/12 to ensure further improvement. (It should be noted that this PI has been split into two separate PIs by the Department of Works and Pensions for 2011/12 onward).

8.7
A

To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services

This section incorporates the following original priorities: -

- to promote independent and supported living in the community through sustainable and affordable domiciliary care, flexible care support packages, integration of services with other partners
- to provide flexible supported living choices including extended extra care housing provision
- to plan to meet the diverse and complex care needs of society including extended provision of dementia services
- to develop a sustainable and affordable policy for Out of County Places
- to work in partnership with the new Betsi Cadwalladr University Health Board to extend and improve access to primary health care, to invest in preventative services and to improve further the integration of health and social care

Performance against this priority has been adequate with the key pieces of evidence predominantly showing an amber RAG status.

G Good Health, Good Care in Flintshire 2011/14, the next Health, Social Care and Wellbeing (HSCWB) Strategy has been approved by the Local Authority and Betsi Cadwaladr University Health Board.

A Demographic factors show increased numbers of older people and an increased proportion of older people with dementia. This places increased pressures on the range of public and voluntary services which provide for them. This risk, assessed as amber at year end, is covered in our SARC (CL05). Key actions are being undertaken to mitigate the risk such as: -

- The development of a second extra care scheme including dementia unit
- Promotion of direct payments in Older People's Services
- Reablement Service and Intermediate Care – This strategic aim is a significant component of the Transforming of Social Services for Adults agenda. A Programme Manager has been appointed and a Programme Board has been established with aims and budget efficiencies identified. Placing reactive reablement at the centre of our approach is one of the programme deliverables.

The Authority will also be undertaking LEAN reviews of key process to support this agenda.

Assistive technology is now an established element of supporting people in their own homes.

G Outcome Agreement, Theme 2, Measure 1 – Number of users of reablement services. 433 people used the reablement service during 2010/11, exceeding the target of 375.

A Local PI (IA1.1L4) – Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support. The outturn for this PI at the end of 2010/11 was 135. It is expected that the target of 150 will be achieved in 2011/12.

A survey of people who have been given the opportunity to choose a direct payment to arrange their own care solutions was undertaken during 2010/11. The outcome of the survey was: -

- 100% of Direct Payments users stated that they are confident with the direct payments scheme. An increase of 1.8% on last year's findings. This follows a positive year on year trend spanning the past 5 years.
- 100% of Direct Payments users indicated a degree of satisfaction with the care they purchase with their direct payment.
- Over 82% of people said that being able to choose who provides their care was the greatest advantage of direct payments.

Adaptations are an area that the authority has identified as a risk (SARC – CD26) and recognises that it needs to improve. At the year end the risk was assessed as amber. A Disabled Facilities Grant (DFG) member workshop has been established from which a range of actions to help improve performance have been planned and are currently being undertaken.



National PI (PSR/002) – The average number of calendar days taken to deliver a DFG. The average number of days taken to complete a DFG for 2010/11 was 436 days, this figure combines the average days taken to deliver a DFG for children and adults.

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National PI (PSR/009a) - The average number of days taken to deliver a DFG for Children. Performance for 2010/11 was better than the target of 350 days. Improvements in the processes for allocating and assessing the need as well as additional resources have resulted in a decrease in the number of days taken to deliver DFGs. In addition, The Children’s Integrated Disability Service Team Manager along with members of the team, Performance Team and Business Systems are currently exploring smarter ways of working to meet the growing demand for Paediatric Occupational Therapy assessment services.

National PI (PSR/009b) - The average number of days taken to deliver a DFG for Adults. The outturn for this PI was 446 days. As with PSR/006 the time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have a major impact on performance. However this is improving and will have a positive impact on this PI in the future.

National PI (PSR/006) - The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the DFG process is not used. This PI includes minor private sector adaptations for adults and children. The average number of days taken to deliver a private sector adaptation was 172 days for 2010/2011 (277 minor adaptations completed). Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have an impact on performance, however average time spent waiting for an Occupational Therapy assessment has improved considerably over the year and is now just over a month. This is starting to have a positive impact on performance. Care & Repair is now starting to undertake minor adaptation work themselves, and this should also improve performance. Flintshire ranked bottom for this indicator when compared with the rest of Wales but recognised that it needs to improve in this area and as such the PI is classed as an improvement target.



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National PI (SCC/033a) – The percentage of young people formerly looked after with whom the authority is in contact at the age of 19. The outturn figure for this PI was 86.67%, a small decline on the performance achieved in the previous year.

National PI (SCC/033c) – The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be engaged in education, training or employment. The outturn figure for this PI was 61.54%, a decline on the performance achieved in the previous year.



G

National PI (SCA/018c) – The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service. The outturn figure for this PI was 75.2%, a considerable improvement on the performance achieved in 2009/10. It should also be noted that only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment.

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National PI (SCC/030b) – The percentage of young carers known to social services who were provided with a service in the period. The outturn figure for this PI was 84.85%, a considerable improvement on the performance achieved in 2009/10.

Following a meeting held with Barnardos Young Carers, there has been improvement in the identification of children with a caring role at point of referral. All children identified in quarter four of 2010/11 were offered an assessment and only three declined.

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SARC (CD12e) covers the risk of not developing and implementing a modern high quality sheltered housing service. 2010/11 saw the introduction of an improved service delivery model based upon the outcomes from the comprehensive tenants needs assessment. This will develop, improve and professionalise the role of the sheltered housing warden and ensure that support services are quality assured, needs led and will help tenants to live safely and independently within their own home.

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Pressure on current budget for Out of County Placements where appropriate care and or educational facilities are often available only outside the county. This is a SARC (CD23) and so is monitored on a quarterly basis. Some overspend against the planned budget occurred in this area for 2010/11 but this was met by vacancy management and other corporate cost management measures. Work was on-going throughout 2010/11 to build on the number of carers and approved bedspaces available. In addition, a proposal involving transferring the budget to the Family Placement Team is currently being considered.

8.8

A

To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets

This section incorporates the following original priorities: -

- to deliver an affordable housing supply through the Affordable Housing Strategy
- to make a marked and rapid improvement in the quality, flexibility and performance of housing management and repairs and maintenance services and to improve the financial performance of the Housing Revenue Account
- to determine the future of the Council Housing Stock through a tenant ballot and a strategy to achieve the Welsh Housing Quality Standard

Performance against this priority has been adequate with the key pieces of evidence predominantly showing an amber RAG status.

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The Housing Service was the first service to introduce a programme of lean reviews within the Authority, focusing on the review and improvement of various functions within Housing Asset Management. The team has been successful in identifying over half a million pounds of efficiency savings through the reviews. Implementation of the recommendations of these reviews will continue throughout 2011/12.

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A survey was carried out to ascertain the satisfaction among Flintshire County Council's housing tenants. The survey revealed 86% were satisfied with their

neighbourhood and 74% were satisfied with the services provided. The response to the survey has been used to guide service planning for 2011/12.

Progress on the delivery of affordable housing for the County: -

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- From 2009 to 2011, 123 affordable homes for rent were delivered with a further 90 committed for 2011/12.
- 13 affordable homes delivered for affordable purchase.
- Launch of the Affordable Home Ownership Register.

The Council recognises that a limited supply of affordable housing would put at risk its strategic vision 'To ensure that existing and future residents of Flintshire can access quality housing that is affordable and meets diverse needs and aspirations with safe, healthy and sustainable communities'. This risk is covered in the SARC (CL04). A number of key actions to mitigate the risk are being undertaken. At year end the risk was assessed as amber.

A National PI (PSR/004) – The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority. Performance has dipped slightly going from 1.37% to 1% for 2010/11. However, it significantly exceeded the target of 0.7%. The dip in performance was due to the decline in the number of property owners wishing to co-operate with the Local Authority. A review is ongoing of the empty homes function to ensure a more proactive approach is taken with enforcement action where necessary. When compared with the rest of Wales our performance was in the bottom quartile.

Local PI (HLS/013L) – The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year. The end of year performance figure of 2.73% shows a small improvement against the 2009/10 end of year performance figure of 2.90%. It is anticipated that performance will continue to steadily improve year on year.

The Housing Renewal Service support local residents across all tenures by leading, supporting and assisting residents in maintaining the fabric of their homes, improving the quality of their neighbourhood and developing their communities. Achievements for 2010/11 include: -

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- All systems and procedures have been reviewed and significant efficiencies in service delivery have been attained, especially in relation to the provision of disabled adaptations.
- Activity on the Home Repair and Renovation programmes is greatly improved. During 2010/11 173 survey visits were carried out across the County, an increase of 141 on the previous financial year. This includes 40 visits completed as part of the Healthy Neighbourhood Programme. The improvement is as a result of greater emphasis being placed on providing support to homeowners who wish to repair and improve their homes.
- Over 130 loan applications under the Home Repair and Renovation programmes were received with £300k in loans being issued. These are short-term, repayable loans.

The risks around implementing the first Housing Renewal Area for the county and regenerating Shotton and Deeside urban areas are covered in SARC (CD08). Mitigating actions are being undertaken as highlighted above. The risk was

assessed as amber at the year end.

A

Housing repairs are measured as the average number of days taken to complete repairs under three categories, emergency (Local PI HLS/010a), urgent (Local PI HLS/010b) and non-urgent (Local PI HLS/010c). The outturns for 2010/11 are as follows: -

- Emergency – 0.53 days (narrowly missing the target of 0.5 days, but improving on the previous years performance of 0.9 days)
- Urgent – 9.66 days (exceeding the target of 10 days and improving on the previous years performance of 10.84 days)
- Non-urgent – 64.8 days (missing the target of 42 days and declining on the performance of the previous year 59.52 days)

Overall the building maintenance team completed over 3200 more repairs than in the previous year at a reduced average cost in both emergency and non-urgent categories. Whilst there was a downturn in the non-urgent category, there has been a significant reduction in the repairs backlog from 1311 in 2009/10 to 688 at the end of 2010/11.

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National PI (SCC/033b) – The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be in suitable accommodation. One young person was not in suitable accommodation on his 19th birthday. The young person is actively looking for their own flat with support from the Child and Young Adults Support Team. This equates to an outturn figure of 92.31%, narrowly missing the target of 95%.

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Local PI (HHA/011L) – The percentage of households accepted as statutorily homeless during the year to whom a full homelessness duty has been discharged by the same local authority within the last two years. No households represented within the specified time period.

8.9
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To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners

This section incorporates the following original priorities: -

- to develop the School Modernisation Strategy and to achieve, in phases, its aims and objectives whilst securing the highest possible level of 'spend per pupil'
- to achieve the aims and objectives of the School Effectiveness Framework
- to achieve the aims and objectives of the 14-19 Transformation Strategy and to be effective educational and economic partners with the higher and further education sectors and notably Deeside College and Glyndwr University
- to further develop the Foundation Phase for pre-school age
- to achieve the objectives of the action plan adopted by the Council in response to the Estyn Inspection of Local Education Services
- to achieve the aims and objectives of the *Actif Leisure Strategy*
- to agree and fund a scheme to remodel Deeside Leisure Centre
- to agree a scheme to remodel Clwyd Theatr Cymru and campaign for national capital funding support

Performance against this priority has been good with the key pieces of evidence predominantly showing a green RAG status.

A	<p>School Modernisation – Primary Schools The School Modernisation Strategy is being implemented and the programme of infant/junior amalgamations is progressing. Work has started on site for the new school at Connah's Quay, and will be completed by Summer 2012 in time for a transition from the existing infant and junior schools to the new building. Following the granting of £4.5m in tranche 3 of the WAG School Building Improvement Grant (SBIG 3), design work is now being undertaken for a new primary school at Shotton, which is expected to be completed by December 2013.</p>
R	<p>School Modernisation – Secondary Schools The Council has adopted a policy for holding area reviews of secondary provision where one or more schools has surplus places above a threshold of 25%. The Council Executive adopted a programme and a method for three area reviews (Buckley/Mynydd Isa, Connah's Quay/Shotton/Queensferry and Holywell). The Council, by formal resolution, has agreed to halt the process of consultation. Further internal work is to be done with elected members throughout October and November to rebuild confidence, in the information base which underpins the consultation, the options for the three areas and possibly other areas, post 16 provision within the County and the methods for consulting the public and all interested parties once consultation re-opens.</p>
G	<p>Estyn carried out an inspection of the standards and quality of provision for 14 to 19 year old learners in Flintshire. It found both the current provision and the prospects for further improvement by the local authority and other providers of education and training, to be good.</p>
G	<p>Flintshire Skill Build, our pilot traineeship scheme, has been implemented. The scheme is for care leavers and provides vocational training and work placements. The course includes work placements with the Rangers at Countryside Services, Neighbourhood Services doing Vehicle Maintenance and with the Fire and Rescue Service completing home fire safety visits.</p> <p>As a result of Flintshire Skill Build, one 18 year old care leaver secured a three year apprenticeship with our Neighbourhood Services as a vehicle technician which was started in November 2010. Another care leaver enjoyed attending college and as a result enrolled on a full time Level 2 Horticultural Course at Northop College. Due to the success of the Skill Build scheme discussions are in progress with neighbouring authorities to look at broadening this scheme.</p>
G	<p>SARC (CD22) is a risk relating to pupil's attainment in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's which was originally identified in 2008. At the time the attainment was below the levels expected for schools and authorities in similar social and economic circumstances.</p> <p>Pupil attainment in National Curriculum Assessments at KS3 for Flintshire in 2010 showed continued progress on 2009 and Flintshire's results were in the top 5 Local Authorities in Wales for all subjects taken across all schools. In 2010 the proportion of learners in Flintshire achieving the Level 2 Threshold (equivalent to 5 or more A* to C grades at GCSE) in Flintshire was 68%, 4% above the average for Wales and fourth best Local Authority result. For the Level 2 Threshold including</p>

	<p>Maths and English, 58% of Flintshire learners were successful compared to 49% across Wales and making Flintshire the best performing Local Authority in Wales.</p> <p>At year end the risk was assessed as green.</p>
G	<p>National PI & Outcome Agreement Measure (EDU/002i) – The percentage of all pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work-based learning without an approved external qualification. The authority achieved an outturn of 0.69% for this indicator, exceeding our target of 0.9% and performing better than the Welsh average figure of 0.75%.</p>
G	<p>National PI (LCL/001) – The number of people using Public Library Services during the year per 1,000 population. The authority achieved an outturn figure of 6252 which is an improvement on last year's performance of 5648 and exceeds the target 5676. Overall physical visits increased by 10% and virtual visits increased by 5%. This is primarily due to the re-opening of Connah's Quay Library following its refurbishment and improved library web pages.</p>
A	<p>SARC (CD10) describes the risk of the current funding levels for Leisure Services not supporting the Leisure Strategy's key strategic priority of increasing participation in physical activity and enabling the Flintshire community to develop its potential in sport. Mitigating actions are currently being undertaken and it is expected that the risk will be mitigated to green by September 2011.</p>
G	<p>National PI & Outcome Agreement Measure (LCS/002) - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population. The number of recorded visits for the year 2010/11(11077) is up by 1.87% on the previous year (10798). This performance exceeded the target of 10873 and is significantly better than the Welsh average of 8524.</p>
A	<p>Clwyd Theatr Cymru is a Council function which transferred from Clwyd County Council at local government reorganisation in 1996. The Theatre is overseen by a Board of Governors which is, under the Council's constitution, a Committee of the Council. The Theatre building assets are owned by the Council and its functions and services are assets and liabilities of the Council.</p> <p>The Council recognises the risks for the future viability, security and importance of the Theatre as a national, regional and local cultural and arts venue. This risk is covered in the SARC (CL15). Actions to mitigate the risk are currently being progressed including: -</p> <ul style="list-style-type: none"> • Adoption of a business plan • Audience and income targets being met • Improvements such as a new ticketing system being introduced • Securing of a three year funding agreement for 2011/12 onward with the Arts Council of Wales <p>The risk was assessed as amber at the end of 2010/11.</p>

8.10
G

To protect, plan and develop sustainable natural and built environments

This section incorporates the following original priorities: -

- to improve Council enforcement particularly in environmental services, the cleanliness of the 'public realm' and in planning development control
- to adopt the Unitary Development Plan (UDP) and progress the replacement Local Development Plan (LDP) with urgency
- to further improve the quality, flexibility and performance of planning development control services
- to improve Council enforcement particularly in environmental services, the cleanliness of the 'public realm' and in planning development control
- to agree a strategy with the Welsh Assembly Government to reduce traffic congestion on the A494/A55 interchange and the connecting County road network as a key part of the national and regional transport plans

Performance against this priority has been good with the key pieces of evidence predominantly showing a green RAG status.

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The Council recognises that there is a risk if it fails to adopt the Unitary Development Plan (UDP) that it will not be able to progress with the development of the Local Development Plan (a statutory requirement). This risk is described in the SARC (CD03).

Whilst the Council is moving towards final adoption of the Plan, the need to respond to the objections made to the Further Focused Changes, and defend the reasons for those changes, will undoubtedly raise the prospect of the Council facing a legal challenge to the adoption of the Plan. It will be important to make as defensible a response as possible to the objections made, as well as seeking independent Counsel's advice as to the most appropriate direction to follow.

The risk was assessed as amber at the end of 2010/11.

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Of the 891 applications determined within the year 800 were approved. As a proportion of the total number of applications determined (88.8%) it exceeds the target and continues the trend for improvement. This reflects the growing status and weight to be attached to the UDP as it progresses towards adoption. It is also an indication of the proactive approach which is central to the Development Management approach as opposed to development control, which can be perceived as being more negative.

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The appointment of the full time Conservation and Design Officer (C&DO), has had a significant and positive effect on the ability of the Council to deal with development issues relating to historic buildings, as well as being able to assist in improving the design and layout of large schemes for new residential development. In addition, there will be significant contributions to urban regeneration master planning work in Holywell, Flint and Connah's Quay.

A

Streetscene is a joined-up approach to street services delivering from a customer's perspective in an effective single service clustered arrangement. The Council monitors the risks involved to implementing Streetscene through SARC (CD02). The progress made during 2010/11 includes: -

- The Streetscene Head of Service being appointed in October 2010
 - A report on the operational proposals went to Executive 18th January 2011, which included new Streetscene structures and working arrangements.
 - A Member's Task and Finish Group recommended Streetscene principles and standards to Executive during Spring 2011
- The risk was assessed as being amber at the end of 2010/11.

A

The increased likelihood of flooding due to inability to identify and mitigate against the impacts of climate change nor reduce carbon emissions is recognised in SARC (CL08) – Climate Change and Flood Risk Management.

Both climate change and flood risk are national issues and a priority. Flintshire has large tracts of low-lying areas which are subject to potential flooding. Adaptation of service provision and longer term planning is required to respond to the impact of climate change. Due to the complexity of this risk there are a number of mitigating actions that are being progressed across various workstreams and with partners to address the risk.

At the year end the risk was assessed as being amber.

G

Flintshire County Council was one of four councils chosen to be part of a Climate Change Adaptation Planning project. Flintshire has progressed the pilot with the LSB to identify the shared risks for the Council and its LSB partners in Flintshire. At its meeting in July 2010, Executive were provided with a summary of the findings of the Flintshire study known as the Local Climate Impact Profile (LCLIP). The Executive supported and endorsed a partnership approach to adaptation planning.

The Climate Change Adaptation and Resilience Planning pilot has provided the Council and its partners with a methodology to fulfil the requirements of future reporting. The partnership climate change risks for Flintshire have been assessed as part of the project and five strategic shared risks have been identified: -

- Infrastructure e.g. road and rail
- Natural Resource Systems / Ecosystem Services e.g. water supply
- The economy e.g. potential relocation of commerce and industry away from coastal and river valley sites
- Our Communities e.g. loss of whole communities to coast and inland flooding.
- Our Systems and Processes e.g. Business Planning - challenging services to consider climate consequences, filling knowledge gaps and delivering adaptive responses.

Flintshire Local Service Board (LSB) is committed to the reduction of carbon dioxide emissions by 80% by 2050 (and 3% year on year from the 2011/12 financial year as a minimum target). The areas targeted will be within the control of the LSB. Building emissions to be reduced by partners totalling 3% annually. For the year 2010/11 a reduction of 0.95% was achieved.

The Council's new waste collection policy was approved by the Executive during the year and the roll out of the new service commenced in February 2011. The new service puts the emphasis on recycling rather than waste collection and provides weekly collections of recyclables and food waste and alternate weekly

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collection of residual / green waste. In addition a full review and redesign of the waste collection rounds has been undertaken which will reduce wasted mileage and improve the efficiency of the rounds. The “roll out” will continue with a second phase in June 2011 and a final phase, covering all of the remaining properties in the County in October 2011. Early indications are that the new service has resulted in a significant increase in both the recycling rates and levels of participation in the areas of the trial.

A survey of approximately 600 residents involved in the Phase 1 rollout of the new waste collection service has been undertaken. The results were positive in terms of the communications methods used in connection with the launch and the customer understanding of the service.

The authority recognises the risks for the non achievement of the national waste targets in the SARC (CD27a). Two key actions are being progressed to mitigate this risk: -

- Development of a North Wales Regional Waste Treatment Plant – funding has been approved by the Welsh Government and the procurement process began with eight bidders invited to submit outline solutions by February 2011. It is anticipated that the project will be complete by 2016.
- The food waste Partnership with Denbighshire and Conwy continues to be progressed. The Outline Business Case has been submitted to and approved by the Welsh Government. The project is now at an advanced stage of the procurement phase. It is anticipated that the facility will be operational in 2013.

G

Residents Survey – on waste and recycling collections services, 88% of residents are either very or fairly satisfied with the collection of their household waste and satisfaction with recycling collection services ranged from 71% for brown bin collection to 80% for blue box collection.

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National PI (STS/005b) – The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. The authority achieved an outturn value of 91.88%. Whilst this is an improvement on the performance achieved last year (89.62%) the target of 95% was missed.

The cleanliness indices are volatile and the results can be influenced by relatively small amounts of litter discarded after the cleansing work has been completed on a road. The new Streetscene working arrangements are due to commence in October 2011 and will bring more local knowledge to the cleanliness issues and will assist in the achievement of the targets.

G

The Housing Renewal service have implemented a number of initiatives to improve the quality of life in Flintshire, including the declaration of the county’s first renewal area, securing grants and funding for energy schemes. An agreement with NPower, under the Community Energy Savings Programme (CESP) has been signed, giving access to up to £600,000 of private sector funding. To secure the programme and ensure that the maximum number of properties can benefit from renewable technologies, a further £320,000 has been awarded from the Welsh Government’s ARBED programme. (The arbed programme is the Welsh Government’s Strategic Energy Performance Investment Programme. It supports the commitments to reduce climate change, help eradicate fuel poverty and boost economic development and regeneration in Wales).

Number of homes receiving energy efficiency measures within the Deeside housing renewal area: -

- Fuel switching – 82 homes
- Solar thermal water heating – 43 homes
- Improved heating controls – 134 homes
- Replacement of all 'G' rated boilers with 'A' rated boilers – 100 homes
- Loft and cavity wall insulation – 10 homes

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National PI (EEF/002a) – Percentage reduction in carbon dioxide emissions in the non-domestic public building stock. The authority achieved a reduction of 2.89% for 2010/11* and whilst this performance did not meet the target of 4%, it should be noted that 2009/10 was reputedly the coldest winter for 30 years. For this reason it is pleasing to be able to report a continued downward trend in carbon emissions.

*** This PI is reported one year in arrears hence the impact of the cold winter experienced in 2009/10.**

9. Public Summary & Supporting Documents

There are a number of related documents which support this Annual Performance Report. These can be found on the Council's website or as links within this document.

- Strategic Assessment of Risks and Challenges 2010/11
- Flintshire County Council Improvement Priorities
- Improvement Assessment – Letter from the Auditor General for Wales
- Outturn Performance Indicator 2010/11 Tables
- Tables of the 2011/12 Targets
- National Performance Bulletin and Flintshire's Response
- Outcome Agreement
- Directorate Plans – Community Services, Environment and Lifelong Learning
- Flintshire Social Services Annual Performance Report 2010/11
- Overview and Scrutiny Annual Report

Thank you for reading our Annual Performance Report 2010/11.

A public summary of this report will be published before December and will be available on the Council's website and included within the Your Community, Your Council household newsletter.

Views and suggestions for improvement are welcome.

Please contact us on:

Tel: 01352 702744

Email: performance.report@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Special Meeting of the Flintshire County Council

DATE: 26 October 2011

AGENDA ITEM NO: 7



REPORT OF: (Director of originating Department)

Monitoring Officer

SUBJECT:

TO CONSIDER A REQUEST FROM A MEMBER FOR A FURTHER INDEMNITY IN RESPECT OF LEGAL FEES

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	

Confidential matters which the County Council is not permitted to disclose

Sec.
100A(3)

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* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: TO CONSIDER A REQUEST FROM A MEMBER FOR A FURTHER INDEMNITY IN RESPECT OF LEGAL FEES

AUTHOR: Amanda Haslam

MEETING AND DATE OF MEETING: Special Meeting of the Flintshire County Council on 26 October 2011

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Paragraphs 12 and 16

Factors in favour of disclosure:

Transparency

Prejudice which would result if the information were disclosed:

Disclosure could prejudice fair consideration of the Member's request and the giving of appropriate legal advice.

My view on the public interest test is as follows:

It is in the public interest that the Council receives appropriate legal advice and that the Member's request receives fair consideration. Therefore the information should be exempt in the public interest.

Recommended decision on exemption from disclosure:

To treat the information and report as exempt.

Date: 04/10/2011

Signed:



Post: Interim Head of Legal & Democratic Services

I accept the recommendation made above.

