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Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

CS/NG

12 September 2012

Maureen Potter 01352 702322
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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell,
Helen Brown, Christine Jones, Kevin Jones,
Peter Macfarlane and Billy Mullin

Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 18TH SEPTEMBER, 2012** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **APOLOGIES**

2   **DECLARATIONS OF INTEREST**

3   **MINUTES** (Pages 1 - 18)

   To confirm as a correct record the minutes of the last meetings held on 10 and 17 July, 2012.

   TO CONSIDER THE FOLLOWING REPORTS

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The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawu gohebiaeth yn y Cymraeg neu'r Saesneg

STRATEGIC REPORTS

4   **IMPROVEMENT PRIORITIES REVIEW** (Pages 19 - 22)

Report of Chief Executive - Cabinet Member for Corporate Management.

5   **COUNCIL (PLAN) GOVERNANCE FRAMEWORK REVIEW** (Pages 23 - 66)

Report of Chief Executive - Cabinet Member for Corporate Management.

6   **REGIONAL STRATEGY FOR ECONOMIC AMBITION** (Pages 67 - 68)

Report of Chief Executive - Cabinet Member for Regeneration, Enterprise & Leisure.

7   **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD - MID YEAR REVIEW** (Pages 69 - 80)

Report of Chief Executive - Cabinet Member for Corporate Management.

8   **CUSTOMER SERVICES STRATEGY UPDATE** (Pages 81 - 86)

Report of Head of ICT and Customer Services - Cabinet Member for Corporate Management.

9   **REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE JOINT COMMITTEE** (Pages 87 - 92)

Report of Director of Lifelong Learning - Cabinet Member for Education.

10   **DEVELOPING THE APPROACH TO FLINTSHIRE'S LOCAL DEVELOPMENT PLAN** (Pages 93 - 104)

Report of Director of Environment - Deputy Leader of the Council and Cabinet Member for Environment.

OPERATIONAL REPORTS

11   **QUARTER 1 - PERFORMANCE REVIEW 2012/13** (Pages 105 - 118)

Report of Chief Executive - Cabinet Member for Corporate Management.

12   **WELSH LANGUAGE ANNUAL MONITORING REPORT 2011-12** (Pages 119 - 168)

Report of Chief Executive - Cabinet Member for Corporate Management.

13   **REVENUE BUDGET MONITORING 2012/13 (MONTH 3)** (Pages 169 - 196)

Report of Head of Finance - Leader of the Council and Cabinet Member for Finance.

24 **COLLECTION OF TEXTILES FROM THE COUNCIL'S RECYCLING CENTRES** (Pages 289 - 292)

Report of Director of Environment - Cabinet Member for Public Protection, Waste & Recycling.

25 **EXERCISE OF DELEGATED POWERS** (Pages 293 - 296)

Report of the Chief Executive enclosed.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, EXECUTIVE, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION (Pages 297 – 332)

The following items were listed on the Forward Plan for September 2012 but will not be submitted for the following reasons:

1. Green Dragon Environmental Management Standard – The Green Dragon Standard will be reported on once confirmation of the external Assessors and the assessment timetable has been agreed.
2. ICT Service Review – recommendations from the ICT Service Review will be presented to Cabinet for consideration in November 2012.
3. Tenancy Agreement for Council Housing – at a Member workshop on 2 July Members agreed to schedule this report to Housing OSC on 26 September therefore this report will be submitted to Cabinet on 16 October 2012.
4. Corporate Debt Write Off – delayed pending further information.
5. Regional Collaboration – further work required to complete the review of the regional portfolio of collaboration projects.
6. Supporting People Operational Plan 2012/13 – report deferred to meeting of Cabinet on 16 October 2012.

<u>**CABINET**</u>
<u>**10 JULY, 2012**</u>

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 10 July 2012

<u>**PRESENT:**</u> **Councillor J.B. Attridge (Vice-Chair)**
Councillors: R.C. Bithell, H. Brown, C.M. Jones, R.K. Jones, R.P. Macfarlane, W. Mullin and A.P. Shotton who arrived part way through the meeting

<u>**ALSO PRESENT:**</u>
Councillors: V. Gay, R.G. Hampson and P.G. Heesom

<u>**IN ATTENDANCE:**</u>
Chief Executive, Director of Community Services, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Head of Human Resources and Organisational Development, Head of Assets and Transportation and Committee Officer

21.   <u>**DECLARATIONS OF INTEREST**</u>

Councillor R.P. Macfarlane declared a personal interest in minute number 30 because his home was in the Deeside Renewal Area.

22.   <u>**MINUTES**</u>

The minutes of the meeting held on 12 June, 2012 were confirmed as a correct record.

23.   <u>**VARIATION IN ORDER OF BUSINESS**</u>

The Cabinet Member for Environment advised that there would be a change to the order of business and that agenda item numbers 5 to 12 would be considered before agenda item number 4.

24.   <u>**DIVERSITY AND EQUALITY POLICY**</u>

The Cabinet Member for Corporate Management presented the draft Diversity and Equality Policy for approval which had been updated in line with guidance from the Advisory, Conciliation and Arbitration Service (ACAS) and the Equality and Human Rights Commission and incorporated changes in equality legislation brought in by the Equality Act 2010. The draft policy would be subject to wider consultation with stakeholders, members of the public and employees and trade unions. Following the consultation exercise, a revised draft would be presented to Cabinet for approval before publication.

The Chief Executive explained that the policy identified responsibilities of contractors and organisations that tender for and provide goods, works and services and facilities on behalf of the Council and the requirements of the Public Sector Equality Duty.

RESOLVED:

That the draft Diversity and Equality Policy be endorsed for consultation.

25.   **PEOPLE STRATEGY PROGRESS REPORT**

The Cabinet Member for Corporate Management presented a progress report as at 30 May, 2012 on the delivery of the People Strategy Action Plan for 2009 – 2012.

The Strategy had been structured under five key themes that corresponded with the big strategic objectives for the Council and the associated challenges and priorities. The key themes had been branded as the '5 Cs' and were Customer, Change, Collaboration, Consolidation and Capacity.

The Head of Human Resources and Organisational Development provided further details on the statement of the projects and actions outlined within the People Strategy Action Plan. A decision had been taken to delay all of the actions associated with the Organisation Design Change Programme to allow sufficient capacity to focus on delivering Single Status.

RESOLVED:

That the progress report of the current People Strategy Action Plan for 2009 – 2012 be noted.

Note: - The Leader of the Council chaired the remainder of the meeting.

26.   **ICT STRATEGY UPDATE**

The Cabinet Member for Corporate Management presented an update on progress with the implementation of the Corporate Information and Communications Technology (ICT) Strategy. The Chief Executive reported that since the last strategy update report in November, 2011 on-going progress had been made in its implementation. Highlights included:-

- progression to a 3 star website in the UK wide Better Connected study;
- a joint contract with the other 5 North Wales Councils for the supply of laptop and desktop computers saving £600,000; and
- P2P system had been fully implemented across all Corporate Services for all purchase orders.

The current ICT Strategy was a 4 year Strategy from 2009 to 2013 and this year a full refresh of the Strategy would be undertaken. The Corporate Resources Overview and Scrutiny Committee would be involved in the process with progress reports and final endorsement of the new Strategy by Cabinet.

RESOLVED:

(a)   That the progress made in the implementation of the Councils ICT Strategy be noted; and

(b)   That the proposals of the Corporate Resources Overview and Scrutiny Committee to take a lead role in the planned review of the Strategy and in agreeing an action plan in response to the Wales Audit office proposals for improvement arising from their recent review of the service be supported.

27.   LOCAL FLOOD RISK MANAGEMENT STRATEGY

The Cabinet Member for Environment introduced a report advising Members that Flintshire County Council was now the Lead Local Flood Authority (LLFA) with the role of overseeing the management of flood risk from local sources, under the Flood and Risk Management Act. He sought approval to proceed with public consultation on the Strategic Environmental Assessment (SEA), related Environmental Report and Local Flood Risk Management Strategy.

There was discussion around the possible financial challenges facing the Council in taking responsibility for managing the risks of flooding from surface water runoff and it was acknowledged that in practice most Local Authorities had taken the lead in dealing with surface water flooding incidents prior to the changes contained within the Flood and Water Management Act 2010.

RESOLVED:

(a)   That delegated authority be granted to the Director of Environment, following consultation with the Cabinet Member for Environment, to finalise the draft Environmental Assessment and Flood Risk Management Strategy and issue out for public consultation between August and October 2012; and

(b)   That a further report be submitted to Cabinet following the public consultation process.

28.   MENTAL HEALTH MEASURE

The Cabinet Member for Social Services introduced a report which gave an overview of the statutory requirements within the Mental Health Measure for Wales. The report also sought agreement, with partners, of a scheme for the provision of Local Primary Mental Health Support Services (LPMHSS) in North Wales, as required under Part 1 of the Mental Health (Wales) Measure 2010.

The Leader of the Council commented on the current difficulty in estimating resource implications and said that Flintshire County Council may need to make representations for additional resources from the Welsh Government (WG) in partnership with the Health Board.

RESOLVED:

That the scheme, as set out within the report, be approved.

29. **FLINT MAISONETTES**

The Cabinet Member for Housing introduced a report to seek approval to commence demolition of Flint maisonettes as a key component of the delivery of the Flint Masterplan.

The repairs team were recycling all fittings that could be re-used and the next phase in the process was to tender for demolition of the vacant blocks. The next phase of the housing component of the Masterplan was to finalise early proposals for replacement housing, both the numbers of homes, tenure mix and design style ready for consultation.

The Cabinet Member for Regeneration, Enterprise and Leisure welcomed the report and the expressed view from the consultation events that new homes should reflect the old street patterns of terraced homes as far as possible.

RESOLVED:

(a)   That a budgetary provision of £250,000 be made available from the Housing Revenue Account surplus in 2011/12 to enable demolition;

(b)   That delegated authority be granted to the Head of Housing to demolish vacant blocks of maisonettes and garages, subject to budgetary provision being made available on an annual basis; and

(c)   That delegated authority be granted for Right to Buy maisonettes to be repurchased following independent valuation to allow the demolition of blocks to proceed, subject to provision being made in the Council Fund (Community Services) Capital Programme.

30. **PRIVATE SECTOR RENEWAL POLICY**

The Cabinet Member for Housing introduced a report which sought support for a revised Private Sector Housing Renewal & Improvement Policy, which had been prepared with the support of the previous Housing Overview and Scrutiny Committee. It included proposals to introduce equity loans and also repayment loans at an interest rate of 4% for the first year.

During the discussion on the report:-

- the Members of the Housing Renewal Task and Finish Group were thanked for their involvement; and

- it was suggested and agreed that an action group could be developed to identify empty properties above shops and encourage the property owners to develop them to accommodate young people.

RESOLVED:

That the revised Private Sector Housing Renewal & Improvement Policy, including the proposals to introduce equity loans and repayment loans at an interest rate of 4% for the first year be supported.

31.   **ESTYN ACTION PLAN UPDATE**

The Cabinet Member for Education introduced a report which detailed the progress made with implementation of the Action Plan following the 2011 Estyn Inspection of Local Authority Education Services for Children and Young People (LAESCYP).

Progress with implementation of the action plan would be monitored by an Estyn team in early 2013.

The Leader of the Council said that the new Administration was committed to dealing with the concerns raised as part of the Estyn Inspection in October, 2011. He also reported that a special Cabinet meeting would be held on 17 July, 2012 on the rise of County Council to select preferred options for further consultations in each of the three designated areas of Holywell, Connah's Quay/ Queensferry and Buckley/Mynydd Isa/Mold as part of the Secondary Schools area reviews.

RESOLVED:

That the progress with implementation of the Estyn Action Plan be noted.

32.   **2011/12 PERFORMANCE REVIEW AND 2012/13 PRIORITIES**

The Chief Executive introduced a report which:-

- explained that under the Local Government Measure Councils were required to set their Improvement 'Objectives' or priorities annually at the earliest convenient point in the financial year;
- set out that the second year's performance (2011/12) of the Outcome Agreement had been completed and a self assessment of performance against the actions and measures had been undertaken; and
- sought Member endorsement to the approach taken in setting the Improvement Priorities for 2012/13 and the re-audit of the correct priorities for on-going review.

The Leader of the Council said that the priorities of the new Council would be in line with the social, economic and financial challenges ahead. He commented on the Comprehensive Spending Review, the outcome of which was not known at this time and the need to improve inward investment

through the Deeside Enterprise Zone to assist in the creation of jobs and apprenticeships for young people.

RESOLVED:

(a)   That the progress made against the Outcome Agreement for 2011/12 be noted;

(b)   That a further report be submitted to Cabinet following the evaluation of the Outcome Agreement for 2011/12 by the Welsh Government;

(c)   That the progress made in achieving the priorities of the Improvement Plan in 2011/12 be noted;

(d)   That the approach to setting the Improvement Plan for 2012/13 be endorsed; and

(e)   That the current priorities for on-going review be re-adopted.

33.   **CAPITAL PROGRAMME 2011/12 (OUTTURN)**

The Head of Finance introduced the Capital Programme Outturn information for 2011/12. This report had been submitted to the Corporate Resources Overview and Scrutiny Committee on 5 July, 2012.

The Cabinet Member for Regeneration, Enterprise and Leisure thanked the Head of Finance for the way in which the information had been presented to Members which he said was much clearer to understand.

RESOLVED:

That the report be approved.

34.   **REVENUE BUDGET MONITORING 2012/13 (MONTH 2)**

The Head of Finance introduced an update on revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA).

At such an early stage in the financial year, projecting the outturn position on a number of budgets was challenging, particularly when they were demand led. Detailed within the report were some of the potential risks/financial pressures that had been identified to date that may affect the financial position. A detailed report on the projected outturn for the Council Fund and HRA as at the end of the first quarter (Month 3) would be presented to Cabinet in Month 3.

RESOLVED:

That the report be noted.

35. REVENUE BUDGET MONITORING 2011/12 (OUTTURN)

The Head of Finance presented a report to inform Members of the Council Fund and the Housing Revenue Account Outturn for 2011/12 (subject to Audit) and the impact on the respective level of reserves as at 31 March, 2012. The figures had been included in the Draft Statement of Accounts 2011/12 which would be reported to Audit Committee on 17 July, 2012.

The significant in-year variances at final outturn were detailed in the appendices to the report. The net General Fund underspend of £2.835M was made up of £1.287M underspend on services, increased by a £1.548M underspend from Central and Corporate Finance.

Appendix 7 to the report detailed the movements during 2011/12 on unearmarked reserves and the level of contingency sum available. As a result of those movements the final projected Contingency Reserve at 31 March, 2012 was £0.992M. This took into account the ringfencing of £1.500M to support Organisational Change costs approved at the Cabinet meeting held on 12 June, 2012 and the use of £0.973M approved in the 2012/13 budget.

The final outturn for 2011/12 on the HRA was an underspend of £0.737M and showed a final closing balance of £1.857M which at 7.35% of the total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

RESOLVED:

(a)   That the report be noted;

(b)   That the Council Fund Contingency Sum, as at 31 March, 2012 detailed in Section 5 of the report be noted; and

(c)   That the final level of balances on the Housing Revenue Account, detailed in Section 6.03 of the report, be noted.

35. PRUDENTIAL INDICATORS – ACTUALS 2011/12

The Head of Finance presented the 2011/12 (actual) prudential indicator figures, as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

While the authorised limit for external debt for 2011/12 had not been breached, it had been necessary for the Head of Finance to use the delegated authority to effect movements between the separately identified limits for borrowing and other long term liabilities during the year.

RESOLVED:

That the report be approved.

36. **ANNUAL TREASURY MANAGEMENT REPORT FOR 2011/12**

The Head of Finance presented the draft Annual Treasury Management Report for 2011/12. It provided a review of the treasury management function in 2011/12 which had been reviewed by the Audit Committee on 25 June, 2012. Currently the Council had received around £2M of the £3.7M invested in Landsbanki and it had been indicated that there would be a 100% return subject to future exchange rate fluctuations.

RESOLVED:

That the draft Treasury Management Annual Report for 2011/12 be approved and recommended to Council.

37. **COUNCIL TAX GTRANTS FOR PENSIONERS**

The Cabinet Member for Corporate Management introduced information and recommendations on the continuation of a Welsh Government (WG) Grant Scheme in 2012-13 that would enable the Council to operate a local scheme to provide financial assistance to pensioners to pay their Council Tax.

The Leader of the Council thanked the Head of Finance for taking the necessary action to secure the grant funding to enable the Council to operate such a scheme.

RESOLVED:

That the Pensioner Grant Scheme in 2012-13, as detailed in the report be adopted.

38. **CHILDREN'S SERVICES INSPECTION**

The Cabinet Member for Social Services introduced the outcome of the inspection in March 2012 of Children's Assessment and Care Management within Flintshire County Council's Social Services for Children.

The inspection had scrutinised a random selection of case files, undertaken interviews with children, young people and their families and carers together with a range of professional workers. The findings had been positive as detailed in the summary of the report.

The report was welcomed and the following were thanked for their efforts:-

- Councillor C.A. Ellis, the previous Executive Member for Social Services;
- the Head of Children's Services for the improvements that continued to be made within the Service; and

- the Senior Management Team who had been recognised within the report as providing an excellent Service for vulnerable people and who were committed to supporting and safeguarding children and young people.

The Head of Children's Services commented that a further review of the Council's assessment and future provision for fostering was due to be carried out in due course.

The Cabinet Member for Social Services said that there was a need for Members to take responsibility as corporate parents and asked that all Members be encouraged to attend training events.

RESOLVED:

That the findings of the inspections be accepted and the action plan, as detailed in the appendices to the report, be approved.

39.   **STRATEGIC PARTNERSHIP PERFORMANCE – MID YEAR REVIEW**

The Chief Executive introduced a mid year overview on progress of the Strategic Partnership and priorities for each of the Strategic Partnerships together with the key milestones for the year ahead.

The Leader of the Council said that the priorities of the new Council around apprentice schemes would fit in well with the Local Service Board opportunities to assist in creating quality jobs in Flintshire.

RESOLVED:

(a)   That the mid year review of the Strategic Partnerships be noted; and

(b)   That the key priorities and work programmes to achieve them be supported.

40.   **FOOD SERVICE PLAN**

The Cabinet Member for Public Protection, Waste and Recycling introduced the Food Service Plan for Flintshire County Council, which detailed the service delivery programme for the period 1 April, 2012 to 31 March, 2013. The Plan also included a review of the Service Plan 2011 and therefore could not be finalised until all the statistical date and all other information had been compiled and reviewed for the previous year.

He also commented that it was anticipated that the number of businesses requesting a Rescore Visit under food hygiene legislation would increase over 2012/13 prior to new legislation being introduced which would introduce the Local Authority being able to charge the food business for Rescore Visits.

RESOLVED:

That the Food Service Plan 2012/2013 be approved.

41. **NEW LEGISLATION CONCERNING THE REGULATION OF THE SUPPLY OF SINGLE USE CARRIER BAGS BY SELLERS OF GOODS IN FLINTSHIRE**

The Cabinet Member for Public Protection, Waste and Recycling introduced a report to inform Members of The Climate Change Act 2008, The Single Use Carrier Bags Charge (Wales Regulations 2010 and the additional powers of civil sanction granted to the Authority by the legislation. The report also sought approval for delegated powers to be granted to the Director of Environment to appoint and authorise officers of the Trading Standards Service to enforce the new legislation in Flintshire.

It was noted that there was no provision within the legislation to require retailers to donate the profit to any good cause though this had been strongly encouraged by the Welsh Ministers and there was support for the encouragement of larger national companies donating the profit to good causes.

RESOLVED:

(a)   That the provisions of The Climate Change Act 2008 and The Single Use Carrier Bags Charge (Wales) Regulations 2010 be noted;

(b)   That the additional powers of civil sanction granted to Flintshire County Council by the legislation be noted; and

(c)   That delegated powers be granted to the Director of Environment to appoint and authorise officers of the Trading Standards Service to enforce the new legislation in Flintshire.

42. **EXERCISE OF DELEGATED POWERS**

An information report on the actions taken under delegated powers was submitted.

The actions taken were as set out below:-

Finance	Write off for May, 2012.
	Carry forward requests arising from Month 11 Budget Monitoring 2011/12 to be incorporated into the 2011/12 final accounts process.
Community Services	Restructure of Housing Asset Management following advice from the JEQ Unit.

Environment	Amendment to the charge to reopen an 8ft grave, bereavement service. 10% increase from £295 to £325.
Lifelong Learning	Museum accreditation – collections management framework 2012/15. The framework replaces the previous Collection Management Plan and is required for Museum accreditation.
	Museum accreditation – approval of the Flintshire Museums Services forward plan 2012/15.

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

RESOLVED:

That the press and public be excluded from the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 and 16 of Schedule 12A of the Local Government Act 1972 (as amended).

44. DISPOSAL OF A 2 ACRE SECTION OF THE SITE OF THE FORMER BELMONT SPECIAL SCHOOL, BUCKLEY TO FACILITATE THE DEVELOPMENT OF A PRIMARY HEALTH CENTRE

The Cabinet for Environment introduced a report to seek approval to a reduction in the purchase price of the site from that approved by the Land Disposal Panel in October, 2008 and ratified by the Executive in November, 2008.

RESOLVED:

That the revised purchase price of £550,000 for the Freehold interest in the site, subject to a 60% overage be approved.

45. THE DISPOSAL OF PLOTS 1 & 3 GLOBE WAY, BUCKLEY AND THE UNADOPTED SECTION OF GLOBE WAY AND ASSOCIATED LAND STRIP

The Cabinet Member for Environment introduced a report to seek approval for the disposal of Plots 1 and 3, Globe Way, Buckley and for the disposal of the unadopted section of Globe Way and associated landscape strip, shown in the appendices to the report.

RESOLVED:

That approval be given to the disposal of Plots 1 and 3, Globe Way, on the basis of the proposed approach outlined in the report.

46. DURATION OF MEETING

The meeting commenced at 9.30 a.m. and ended at 11.37 a.m.

47. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press and two members of the public in attendance.

…………………………..
Chairman

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

MEETING: CABINET	DATE: 10 JULY 2012

MEMBER	ITEM	MIN. NO. REFERS
Councillor R.P. Macfarlane	Private Sector Renewal Policy	30.

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Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 17 July 2012

PRESENT: Councillor A.P. Shotton (Chairman)
Councillors: J.B. Attridge, R.C. Bithell, H. Brown, C.M. Jones, R.K. Jones, R.P. Macfarlane and W. Mullin

ALSO PRESENT:
Councillors: R.B. Jones, R. Lloyd, H.J. McGuill, N. Phillips, C.A. Ellis, D. Evans, D.E. Wisinger

IN ATTENDANCE:
Chief Executive, Director of Lifelong Learning, Head of Finance, Democracy & Governance Manager and Committee Officer

48.	**DECLARATIONS OF INTEREST**

Councillors J.B. Attridge, H. Brown, C.M. Jones, R.K. Jones, R.P. Macfarlane, W. Mullin and A.P. Shotton declared a personal interest in minute number 49 as they were School Governors.

49.	**SCHOOL MODERNISATION – AREA REVIEWS**

The Cabinet Member for Education introduced the report on the preferred options for further consultations in each of the three designated areas of Holywell, Connah's Quay/Queensferry and Buckley/Mynydd Isa/Mold.

He reminded Members that following the decision of the Council in August 2011 to suspend the consultation process, workshops were held for Members and a series of options put forward. Options for each area review were accepted by the Council to go out for further consultation in February and March 2012. A report had been submitted to Cabinet on 12 June 2012 with details of the responses (these were also available in the Members' Library, and for the public to view on the Council's website and at County Hall reception). Members agreed to take into account the responses made as a result of the consultation process together with any further options proposed by consultees in deciding the most appropriate option (preferred option) to progress to a further and final stage of consultations.

The number of responses submitted via consultation response forms were detailed in the report. Additional responses had been received from Schools and Governing Bodies and other consultees and these had been included. A summary of the responses received from the consultations was included with analysis to support preferred options. Each of the preferred options had to be affordable with funding either from grants available from Welsh Government (WG) or from resources from within the Council,

achievable in being realistic in terms of progression and must have prospects of improving outcomes for learners in establishing school provision for the 21st Century.

The preferred options were as follows:-

- Holywell – option 3 - to build a new high school for pupils aged 11 to 16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron
- Queensferry, Shotton & Connah's Quay – option 3 - Develop 3-16 facility at John Summers High School with a Post-16 hub at Connah's Quay High School
- Buckley, Mynydd Isa & Mold – option 1 - To retain 11-16 provision at Elfed High School and to rationalise to 600 places, to include additional learning needs and other education, leisure and cultural uses.

The Cabinet Member for Education proposed that the preferred options be approved by Cabinet and that the next phase of specific and local consultation take place in the early part of the new school term.

The Director of Lifelong Learning commented on the extensive consultation process and explained that as the meetings and discussions had progressed, it had been identified that some options were likely to be more affordable and achievable than others and that some were more likely to be beneficial in achieving educational and community objectives and meet Council and WG policy than others. The Director explained that if the preferred options were approved at this meeting, consultation would not be undertaken during the summer holidays but work would commence with schools in the autumn term on how to progress the consultation, with a report coming back to Cabinet before the end of the calendar year. It was suggested that a decision could be made by the summer of 2013 with the proposals being fully implemented by September 2015 at the earliest. A significant amount of work needed to be undertaken to prepare the business case and prepare funding for the implementation.

The Director commented on the proposals for each area adding that it was important to involve all partners in the further development of the exciting preferred options. In relation to primary education, he said that the proposal for Holywell would bring together the infant and junior school provision for the area and that the Buckley/Mynydd Isa/Mold proposed option would mean that there would not be a requirement to relocate the Westwood Primary School. The proposal for Queensferry/Shotton/Connah's Quay for a 3-16 years facility at John Summers High School would mean that children attending the playgroup at Queensferry would not then need to move to the Croft Nursery and then back to Queensferry Primary School for the foundation phase promoting continuity in their educational provision.

The Chief Executive said that it was important to build on the consultation which had been undertaken. He added that the project would

require long-term planning so as not to adversely affect the transition of pupils and the completion of existing examination streams.

The Cabinet Member for Social Services raised concern about why the school in Sealand had not been included as part of the consultation process as it would be affected by the proposal being put forward. In response, the Director of Lifelong Learning said that it had not been looked at in the public consultation because the Sealand School was secure and did not feature directly in the proposals.

The Deputy Leader welcomed the proposals for preferred options which he felt would give certainty to the children and young people in the areas concerned.

The Leader spoke of the concerns which had been raised in the previous consultation exercise and the decision to stop it following a Notice of Motion to Council. He said that lessons had been learned and that this consultation had been more inclusive. He spoke of the openness of the consultation and commented on the decision to remove Argoed school from the proposals. He felt that there would still be localised concerns as a result of the proposals but that there would also be exciting opportunities.

The Cabinet Member for Public Protection, Waste & Recycling welcomed the report and spoke of the significant amount of work which had been undertaken in the consultation exercise.

RESOLVED:

That the three preferred options be approved and that the next phase of specific and local consultation take place in the early part of the new school term.

The Chief Executive said that he would now inform Deeside College and Yale College of the intent of the Council due to the implications for joint working at Connah's Quay.

50. **DURATION OF MEETING**

The meeting commenced at 4.35 p.m. and ended at 5.18 p.m.

51. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were 2 members of the press in attendance.

………………………
Chairman

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

MEETING: CABINET	DATE: 17 JULY 2012

MEMBER	ITEM	MIN. NO. REFERS
Councillor A.P. Shotton, J.B. Attridge, H. Brown, C.M. Jones, R.K. Jones, R.P. Macfarlane and W. Mullin	School Modernisation – Area Reviews	49

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **18TH SEPTEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **IMPROVEMENT PRIORITIES REVIEW**

1.00   PURPOSE OF REPORT

1.01   To begin a review and resetting of the Improvement Priorities for the new Council for the period 2012-2017

1.02   To agree to receive the Improvement Plan 2012 – 2017 at the next Cabinet meeting prior to presentation for adoption at the County Council in October 2012.

2.00   BACKGROUND

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

2.02   The Improvement Objectives were adopted by the County Council as the Improvement Plan in June 2011.

2.03   These priorities have been shaped by Councillors in the previous Council across the Executive and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged this level of engagement led to widespread ownership of the priorities for further planning.   The Improvement Priorities were then re-adopted for ongoing review by the new Council in July 2012.

2.04   The Improvement Plan and the progress reporting document the Annual Performance Report are audited by the Wales Audit Office as part of the annual Corporate and Performance Assessments respectively.

3.00   CONSIDERATIONS

3.01   The current set of 10 Council priorities (the Improvement Objectives), are extensive and are supported by a more detailed set of secondary Improvement priorities and are detailed within the Improvement Plan 2011/12.

3.02   They are also set out in the three Directorate plans for Community Services, Environment and Lifelong Learning, and in the corporate governance plans. The corporate governance plans are the Improvement Plan, the Strategic Assessment of Risks and Challenges (SARC) and the four business plans for the corporate resources the Asset Plan: the ICT and Customer Services Strategies: the Medium Term Financial Strategy and Plan: the People Strategy.

3.03   Progress against all the priorities has been regularly reported via the themes - Quarterly Performance reports and twice annually as a complete set.

3.04   The Improvement Priorities:

• reflect what is currently important in Flintshire e.g. housing
• cover the areas where we need to modernise and improve e.g. HR
• fit well with Welsh Government social policy and the Programme for Government e.g. social care reform
• fit well with local partner priorities e.g. health reform
• fit well with the priorities for regional collaboration
• fit well with the Programme for Change of the new Leadership.

The Improvement Priorities framework is proving effective. The framework:-

• guides management to concentrate on what is important
• provides a fit between the 'bigger picture' at corporate level with the detail of Directorate plans and team plans right down to appraisals at service level
• guides the allocation of resources both at annual budget-setting time and in-year
• influences the priorities of key partners.

Above all, the assessment shows that the Council has a good record of achievement against the Priorities as detailed in the Cabinet report in July using the 'traffic light system'.

3.05   Given this sound basis the Improvement Priorities are being built upon and added to by the new Council, with local political priorities including:

• Social enterprise
• Apprenticeships and Youth Unemployment
• Community Development and Events

The Improvement Plan for the period 2012 – 2017 which includes the priorities will be brought to the next Cabinet meeting and presented for adoption by the County Council in October 2012.

3.06   The priorities will be subject to any on-going review by the Council

and subject to change by local choice, Welsh Government policy and the economic and social context. The priorities may be changed due to the intensions of the Administration or the full Council or through the budget process.

4.00   RECOMMENDATIONS

4.01   To begin to review and re-set the Council's Improvement Priorities for 2012 – 2017.

4.02   To agree to receive the Improvement Plan 2012 - 2017 at the next Cabinet meeting for adoption by the County Council in October 2012.

5.00   FINANCIAL IMPLICATIONS

5.01   None directly related to this report.

6.00   ANTI POVERTY IMPACT

6.01   None directly related to this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None directly related to this report.

8.00   EQUALITIES IMPACT

8.01   None directly related to this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None directly related to this report.

10.00   CONSULTATION REQUIRED

10.1   Consultation will be undertaken as part of the continual review of these priorities.

11.00   CONSULTATION UNDERTAKEN

11.1   The priorities have been shaped by all Councillors in the previous Council across the Executive and Overview and Scrutiny functions and been subject to review by the new Council and Corporate Management Team.

12.00   APPENDICES

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985

BACKGROUND DOCUMENTS

Improvement Plan 2011/12

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Email: **karen.armstrong@flintshire.gov.uk**

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 SEPTEMBER 2012

REPORT BY: CHIEF EXECUTIVE

SUBJECT: COUNCIL (PLAN) GOVERNANCE FRAMEWORK
                  REVIEW

1.00   PURPOSE OF REPORT

1.01   To present the reviewed Council (Plan) Governance Framework for re-adoption as part of the full Council Planning Framework following annual review.

2.00   BACKGROUND

2.01   County Council adopted the Council (Plan) Governance Framework in June 2011 as part of the full Council Planning Framework.

2.02   The Council (Plan) Governance Framework is subject to annual review.

3.00   CONSIDERATIONS

3.01   An improved approach to the Council Plan ties together the changes to governance and business planning which the Council has adopted over time and have been operational.

3.02   The Council Planning Framework is a "family" of co-related documents which together state ambition, priorities and targets within an overall governance framework.

3.03   The framework comprises :-

- the Council (Plan) Governance framework
- annual statements
- service and directorate planning

3.04   **The Council (Plan) Governance Framework**
This is a statement which describes the current governance arrangements in Flintshire i.e. how the Council is run and governed and sets out organisational values, roles and responsibilities.

It is based around 6 sections:-
1. The Council and Democracy

2. Organisational Vision and Values
3. Resources
4. Business Processes
5. Customer Services and Citizenship
6. Partnerships

3.05   Some of the key contributing strategies such as the ICT Strategy and People Strategy have been reviewed and contribute to the framework. The framework also describes all Corporate Services support and functions.

3.06   Shaping and sharing the framework has been of benefit for officers who have valued one single document which outlines how an organisation such as ours is run and managed.

3.07   The full framework has been reviewed and updated and is available in the Members' library and on the Infonet.

3.08   **Annual Statements**
The annual statements are already in existence and are produced in the reporting year. These statements have both a historical (backward-looking) and predictive (forward-looking) context. Some of these statements are required by statute, for example the Improvement Plan; others we have developed as good practice e.g. quarterly performance at Head of Service level.

The predictive (forward-looking) documents are available around the start of the financial year; including the budget, risks and challenges and performance targets both in-year and aspirational longer term improvement targets.

Other statements made throughout the year are on the quarterly assessment of service performance and on an annual basis the historical reporting of our previous year's performance as required as part of the Improvement Plan by 31 October.

3.09   **Service and Directorate Planning**
The three service Directorates have produced Directorate Plans which summarise the critical priorities, performance, risk and improvement activity for the Directorate and the commitments from the strategic partnerships. The main areas of activity for corporate services are shown in the Service plans for ICT and Customer Services, Human Resources, Finance and Legal and Democratic Services.

3.10   In addition all council service areas have reviewed and completed their service plans at Head of Service level. These are plans which are annual within the longer term context. Plans are reviewed and refreshed periodically throughout the year; and reported quarterly.

4.00 RECOMMENDATIONS

4.01 To report the revised Council (Plan) Governance Framework.

4.02 To note the production and availability of the directorate and service plans.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no direct financial implications to this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications to this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct environmental implications to this report.

8.00 EQUALITIES IMPACT

8.01 There are no direct equalities implications to this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications to this report.

10.00 CONSULTATION REQUIRED

10.01 All aspects of the Council Planning Framework require consultation with relevant officers and members at periodic times throughout the year.

10.02 Aspects of service and directorate plans will inform Overview and Scrutiny's Forward Work Programmes.

11.00 CONSULTATION UNDERTAKEN

11.1 Corporate Management Team have reviewed and updated the plan to ensure its accuracy for the new Council.

12.00 APPENDICES

12.01 Appendix 1: Council (Plan) Governance Framework V2.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Council (Plan) Governance Framework
Version 5 - Final

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

A document to explain how Flintshire County Council is run and governed, our priorities and values, and internal roles and responsibilities in the governance of the organisation.

CONTENTS

Introduction and Foreword

Flintshire County Council has adopted a Council planning Framework which is a family of co-related documents which state ambition, priorities and targets against a governance framework of values, roles and responsibilities.

This Council (Plan) Governance Framework provides a compendium of documents to explain how Flintshire County Council is run and governed, our priorities and values, and roles and responsibilities in governance.

It takes us on a journey from the core of the organisation; its priorities and values, through to how these are reflected in the Directorates and services, and how we work with and interact with partners, our customers and our communities.

Key:

Internal:

Council Governance Framework
- How the Council is run and governed
- The Council priorities
- Organisational values, roles and responsibilities

Directorate &Service Plans
A family of co-related documents stating ambition, secondary priorities (which support the Council priorities) and targets

External:

Partnerships
working externally and collaboratively with our local, regional and national partners

Customer
Individuals receiving our services
Communities
Groups of individuals connected by geography, interest or needs

Customer

Partnerships

Directorate & Service Plans

Council Governance Framework

Council Priorities

Secondary Priorities

National, Regional, Local

Communities

1. The Council and Democracy

Flintshire County Council is a corporate body created by the Local Government (Wales) Act 1974. As a Unitary Authority it is responsible for all the functions of a principal authority within its boundaries. It is composed of 70 Councillors elected every four years. Councillors are democratically accountable to residents of their electoral divisions; their overriding duty is to the whole community of Flintshire alongside a special duty to their constituents including those who did not vote for them.

The Council has agreed a constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable. Some of these processes are required by law, while others are for the Council to choose.

Following a consultation exercise in the year 2000 the Council adopted a Leader and Cabinet system of governance over a decade ago. Under this system the Cabinet makes decisions within a framework decided upon by the Council as a whole. Decisions on a limited number of high level policies and plans and the budget are reserved to the Council itself. Overview and Scrutiny Committees are appointed to hold the Cabinet to account in relation to performance, advice on policy formation and review areas of Council activity.

EXECUTIVE FUNCTIONS

COUNCIL

COUNCIL FUNCTIONS

CABINET

Corporate Resources O & S

Community Profile & Partnerships O &S

Environment O & S

Housing O & S

Lifelong Learning O & S

Social & Health Care O & S

Planning & Development Control

Licensing

Pension Panel

Audit

Constitution

Democratic Services
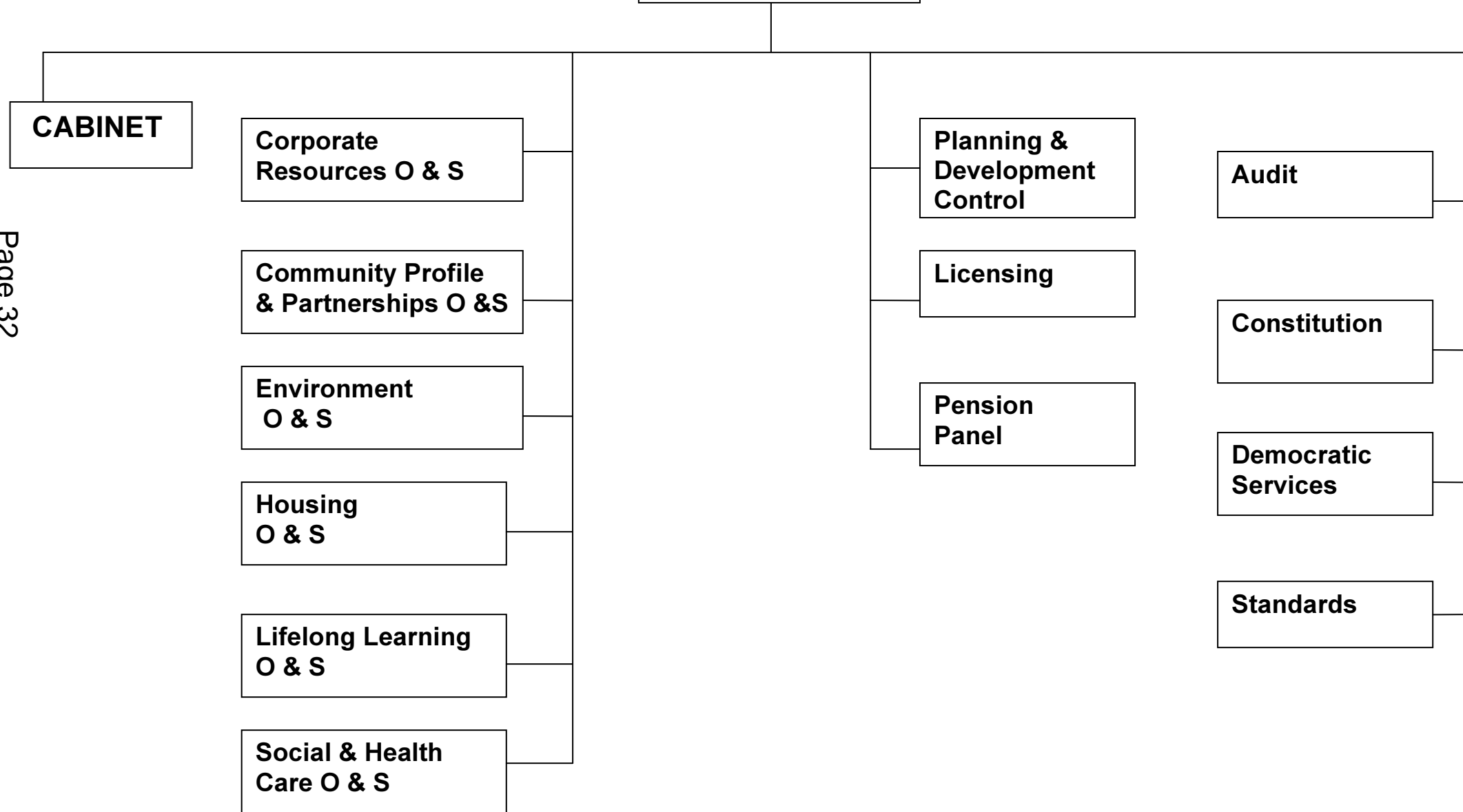
Standards

Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Monitoring Officer trains and advises Councillors on the code of conduct.

The Standards Committee promotes high standards of conduct and support Members' observation of their Code of Conduct.

The Council elects a Chair to be its civic head at its annual meeting in May. The role of the Chair is distinct from that of Leader of the Council who is also elected at the annual meeting. The Leader appoints Members of the Cabinet and agrees their respective roles and responsibilities (portfolios). At present the Cabinet Portfolios are as follows:-

- Leader & Finance and Asset Management
- Deputy Leader and Environment
- Housing
- Social Services
- Leisure Services and Public Protection
- Waste Management
- Corporate Management
- Education
- Regeneration and Tourism

Planning decisions are made by the Planning and Development Control Committee and the Council has appointed an Appeals Committee, Audit Committee and a Licensing Committee to deal with particular areas of work.

The Constitution Committee's terms of reference include matters relating to corporate governance and the Constitution. The Constitution describes how the Council operates, how decisions are made and contains the procedures which must be followed to ensure that decisions are transparent and that those making them are accountable to local people.

The Council aims to be as open as possible in terms of sharing access to information both with Councillors and with members of the public. Accordingly members of the public are welcome to observe meetings of the Council, its committees and the Cabinet except in exceptional circumstances, for example when personal or commercially sensitive information is being discussed.

The Council's workforce is lead by the Chief Executive (who is Head of the Paid Service) and the Corporate Management Team set out below:-

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                        ┌──────────────────┐
                        │      CHIEF       │
                        │    EXECUTIVE     │
                        └──────────────────┘
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| Corporate Services:
Head of Finance
Head of Legal & Democratic Services
Head of HR & Organisational Design
Head of Information and Communication | Director of Lifelong Learning | Director of Community Services | Director of Environment |
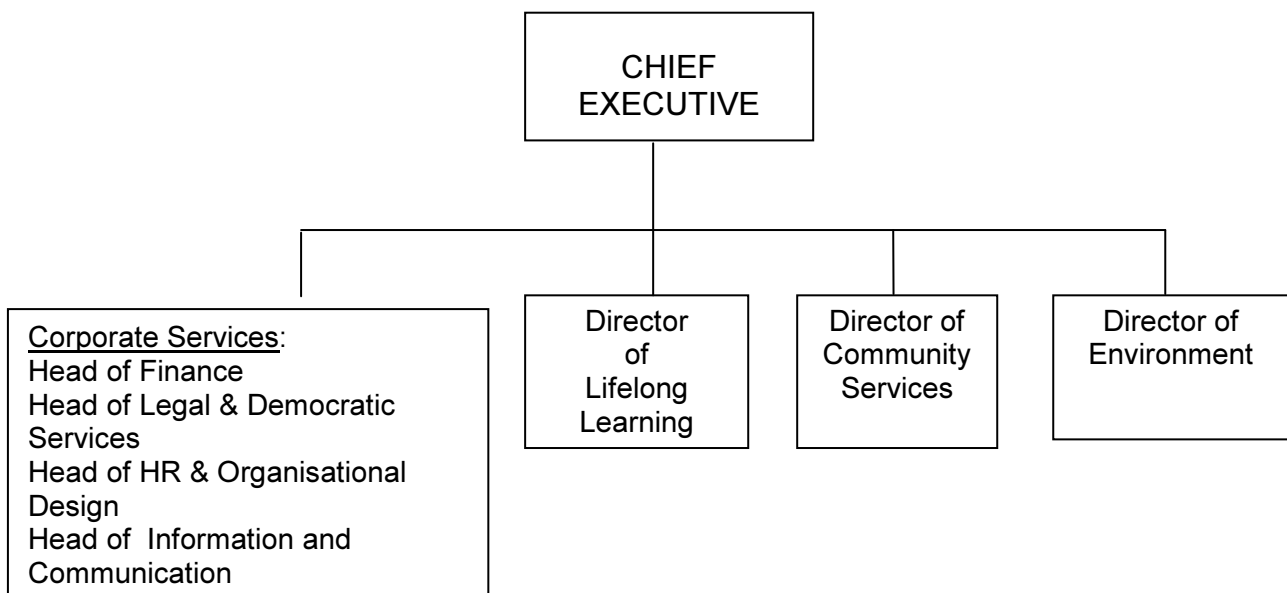
The Head of Finance is also the Council's Statutory Section 151 Officer responsible for financial propriety within the Council and the Head of Legal & Democratic Services is the Statutory Monitoring Officer responsible for ensuring the lawfulness and fairness of decision making.

The Council is required to conduct a review, at least annually, of the effectiveness of its system of internal control and this is published in the Annual Governance Statement which is also required to reflect the Council's corporate governance environment as described in the Code of Corporate Governance.

The Council's Code of Corporate Governance describes how the Council seeks to achieve six important objectives:-

- Being purposeful to achieve outcomes for the community and creating and achieving a vision for the local area.
- Members and Officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Developing the capacity and capability of Members and Officers to be effective.
- Engaging with local people and other stakeholders to ensure robust accountability.

The Code is audited annually and the Code revised as necessary.

The Council is an active member of the Welsh Local Government Association (WLGA), a representative body, which promotes better local government in Wales, its reputation and supports authorities in the development of policies and priorities that will improve public services and democracy. The WLGA is the main interface between local government in Wales and the Welsh Assembly Government. There are also a number of influential national professional bodies which meet on a regular basis to co-ordinate activity and develop policy across Wales.

The Council has various roles in a number of other national, regional and local partnerships – see section 6. Within these partnerships the Council may have a representative democratic role i.e. where elected individuals (our Councillors) represent the people, or the partnerships themselves may undertake direct engagement with individuals or communities to contribute towards assessing need and setting priorities. More information on consultation and engagement can be found in section 5.

2. Organisational Vision and Values

Having Vision and Setting Priorities

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

- the Regional level as a partner
- the County level as a partner
- the Local level as a provider and a commissioner of public services.

The Regional vision is set with the five regional local authorities and the key statutory partner agencies in North Wales. The regional vision is based on:-

- improving the quality of life and opportunity in the region
- improving public services in the region
- promoting collaboration for the most efficient and effective use of the resources of the partners
- promoting the interests of the region nationally and internationally

The vision (*Community Strategy 2009 - 2019*) and priorities are set and managed by a Regional Leadership Board which brings together the lay and professional heads of Conwy, Denbighshire Flintshire, Gwynedd, Wrexham and Ynys Mon and Betsi Cadwaladr University Health Board, North Wales Fire and Rescue and North Wales Police.

The County Vision and priorities are set by the Flintshire Local Services Board (LSB) – see section 6 - for the aspirations of the County partners for the future state of Flintshire and its public services.

The current County Vision (*Community Strategy 2009 - 2019*) has five priorities:-

- economic prosperity
- health improvement
- learning and skills for life
- living sustainably
- safe and supportive communities

The Vision is being reviewed and refreshed during 2012 to respond to new challenges and better integrate partners' strategies in the solution of specific cross-partner issues such as 'Effective Services for Vulnerable Groups'.

The local priorities which guide the aims and activities of the Council as a provider and a commissioner of services are set by the Council.

The council draws its priorities from a number of sources:-

- Local democratic choice
- Customer feedback
- The priorities of local partner organisations
- The priorities of regional partner organisations
- Welsh Government policy
- Statutory requirements
- The recommendations of regulatory bodies
- Welsh Local Government Association collective decisions
- The standards set of comparative performance
- Good practice and peer influence

The Council's primary priorities are supported by the more detailed secondary priorities set out in the three Directorate Plans for the Community Services, Environment and Lifelong Learning Directorates and the four corporate resources plans for Assets, Finance, ICT and People. A set of ten priorities were endorsed in June 2011.

The priorities are classed as the 'Improvement Objectives' of the Council as required by the Local Government (Wales) Measure 2009. The priorities are set out in the Improvement Plan and performance against them is evaluated and reported on twice yearly.

The priorities are open to continuous review and partner organisations and the communities and stakeholders will be consulted on the relevance of priorities and the adequacy of our action plans and ambitions periodically.

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
- is designed, organised and operates 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

To meet these aspirations the Council has set the **standards** of:-

- achieving excellence in corporate governance and reputation
- achieving excellence in performance against both our own targets and against those of high performing peer organisations

- being modern and flexible, constantly adapting to provide the highest standards of public, customer, and client service and support
- using its four resources - money, assets, people and information - strategically, effectively and efficiently
- embracing and operating the leanest, least bureaucratic, efficient and effective business systems and processes

To achieve these standards the Council's **behaviours** are:-

- showing strategic leadership both of the organisation and our partnerships
- continuously challenging, reviewing, changing and modernising the way we do things
- being as lean and un-bureaucratic as possible
- using new technology to its maximum advantage
- using flexible working to its maximum advantage

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

3. Resources

3.1   Medium Term Financial Strategy

The Council has a Medium Term Financial Strategy (MTFS) *(Medium Term Financial Strategy)* which integrates financial planning with strategic and service planning for Council services on a medium (3 year) and longer term basis (over 3 years).

The MTFS provides a framework for the financial principles through which revenue and capital resources will be forecast, organised and managed to deliver the Council's vision and strategic objectives.

The key financial objectives of the MTFS are to:
- Ensure revenue and capital resources are targeted to achieve the Council's priorities and strategic objectives

- Fully integrate revenue and capital expenditure plans

- Maintain Council Tax increases to affordable levels

- Optimise opportunities for income generation from fees, charges and grants

- Maintain an appropriate level of reserves and provisions

- Provide strong financial services, systems and processes to deliver and support the strategy and annual balance budgets

The Council has a net Council Fund budget of £242m in 2012/13, with a total budget of £281m when funding from specific grants is included. The annual capital programme is in the order of £30m when funding from specific grants is included.

Around 80% of the funding for Council services comes from Welsh Government (WG) through Revenue Support Grant. In 2012/13, funding was reduced by 0.2% which came on top of a 1.7% cut the previous year. .

Faced with this financial challenge, the Council adopted a budget strategy which reduced internal operating costs coupled with reviewing opportunities to increase grants and contributions from external bodies and by making an inflationary uplift to existing fees and charges. However, it was also necessary to identify £4.7m of new efficiencies to set a balanced budget

Economic forecasts indicate that public sector funding will be under significant pressure for the foreseeable future, possibly through to 2020. Forward projections from WG currently indicate increases in funding of 1.1% and 0.4% for the coming two years. The impact of this will be that by 2014/15, the actual level of WG funding in 2014/15 in cash terms will be 0.4% less that it was four years earlier. With a more challenging financial position at UK level than when these projections were made, the Comprehensive Spending Review next year could reduce further the position for 2014/15 and beyond. Against this cumulative reduction in funding, the Council needs to fund the pressures of inflation, demographic growth and service demands and the impacts of the economic downturn to protect services and find resources to fund Council priorities for improvement.

In addition to the pressures on the revenue budget, capital funding constraints continue requiring the Council to look to other ways of securing capital funding to finance major investment,

The Council recognises that strategic financial planning is critical to matching financial resources to priorities and improvement objectives and to ensure the sustainability of service delivery.

The Medium Term Financial Plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two and enables specific actions to be identified to balance the budget and manage resources. Through our Medium Term Financial Plan we are already thinking ahead to future years and taking our planning horizon forward 5 years to 2017/18.

The Council's organisational strategies and plans and its financial strategies and plans must work in tandem to inform each other of resource demand and availability.

Our *Flintshire Futures* Programme to modernise services and further reduce operating costs will be key to continued investment in front line services whilst managing the constraints on public finances which are set to continue for some years to come.

3.2 People Strategy and Workforce Engagement

Purpose

The People Strategy for 2009 – 12 sets out the Council's vision and strategic objectives for the leadership, management and development, performance and reward of our people. The delivery of the strategy is the collective responsibility of the Council from Elected Members and the Corporate Management to front line employees, with the Human Resources and Organisational Development (HR and OD) team providing specialist expertise, advice and support. The Strategy plays an important part in the achievement of the Council's aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation.

Key Themes and Strategic Objectives

In developing the Strategy, five key themes (branded as the Five C Model) have been identified which reflect the challenges and priorities for the Council over the three year life cycle. The themes, with the associated strategic objectives, are as follows:

Customers:

- To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive, customer focused services to meet customer expectations

- To design our organisation to meet the requirements of our customers, ensuring that our structures are shaped with the primary aim of delivering excellent customer services

- To develop a 'world class' HR service; supporting the facilitation of change; developing and retaining talent in the organisation.

- Supporting the delivery of strategic objectives and the provision of responsive transactional HR services to achieve customer excellence

Change:

- To ensure that managers are confident and competent in being able to lead and manage change effectively

- To promote a culture whereby employees and teams understand and participate in organisational change

- To achieve planned organisational change, and on-going modernisation, throughout business practices and service planning

- To create and design a framework for managing change effectively

Capacity:

- To promote desired behaviours, in line with the 'Flintshire Competency Dictionary', across the organisation

- To remodel the workforce as part of corporate and service planning to ensure we have the right people with the right skills, at in the right place at the right time

- To promote succession and continuity planning; identifying the potential and nurturing talent at every level of the organisation

- To develop key skills, experience and knowledge for employees to support the delivery of services now and in the future

Consolidation:

- To enhance Flintshire's reputation as a 'modern employer of first choice' to attract and retain talent within a highly competitive labour market

- To ensure we set and meet high standards in organisational, team and individual performance through sound people management practice, applying consistent practice in attendance management, performance appraisals and recruitment

- To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees and to support the organisation in recruitment and retention.

Collaboration:

- To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with trades unions

- To lead collaborative working innovative and responsive Human Resources shared solutions across the North Wales region

- To work collaboratively with stakeholders (elected members, trade unions, employees, directorate management teams and corporate management team) to promote a culture in which collaborative working is pursued

- To develop good practice principles and capacity to lead and participate effectively and successfully in collaborative working projects

- To promote mobility across the public sector to achieve workforce planning, protect recruitment and retention and develop talent

The strategy is designed to ensure that as a Council, we are able to adapt flexibly to the challenging pace of change within the public sector but also to respond to the changing context of local government at a local, regional and national level.

The delivery of priorities under the strategy are monitored and managed in accordance with the Council's corporate project management approach and update reports on progress are considered by the Corporate Management Team and Elected Members on a regular basis. The specific people objectives which relate to service delivery are incorporated into Directorate Plans, and are tailored to meet the specific priorities of the directorate and individual services accordingly.

3.3   Asset Management Plan

Purpose

The Corporate Asset Management Plan seeks to deliver a comprehensive Asset Management function adopting a corporate strategic approach. The Council's assets exist for the benefit of the whole authority and are utilised by all service areas without exception, consequently there must be clear linkages with service areas and wider corporate aims and priorities.

We need to align our asset provision with future service delivery requirements, consider new ways of working and be prepared to effect large scale changes so that we can rationalise our property holdings. These objectives also need to take account of wider Public Sector reform. Opportunities to add value are likely to be created through working strategically with other Public Sector partners so that we are able to maximise and create strategic mergers of land or assets. This position will become more relevant as we move further into a period of significant financial constraint.

Principles

In light of the strategic importance that land and property has for the Council's future, the Corporate Asset Management Plan sets out a five year vision for our land and property assets. It identifies and considers internal and external drivers and influences affecting our assets. It seeks to address key challenges by the identification of ten work areas which will be developed over this period and which will result in real improvements and efficiencies.

There are ten key areas which are major strategic drivers for change:-

- Collaboration – working Locally, Regionally and Nationally
- Corporate thinking – Developing stronger cross Directorate thinking and a Corporate approach to asset management ensuring those strategic linkages to IT Strategy, Medium Term Financial Strategy, Flintshire Futures and other key strategies and drivers for change
- Re-think our Accommodation – Challenging its current use and creating opportunities, flexible space and increasing utilisation
- Accommodation Management – Managing our assets more effectively working strategically and using accommodation to catalyse change
- Service Asset Management Planning – using robust asset management planning to deliver change and create opportunities
- Agile and Mobile Working – To release space, create flexibility and support modern methods of working

- Property Review and Rationalisation – using this to challenge property and land holdings, its location, why its held and supporting delivery of services to the heart of the community
- Sustainability – using sustainable methods of construction and infrastructure, locating assets where community need is greatest and ensuring connectivity to sustainable transport networks
- Data Management – using robust data to support sound management decisions which add value and make a difference to the Communities that we serve
- Performance Management – using performance information to benchmark within the public sector, add challenge and inform understanding

Context

There is a clear need to explore the potential benefits collaborative working can bring. We continue to identify synergies within the public sector and develop a framework within which Asset Management becomes a cross-cutting issue. Integrated within the Flintshire Futures workstream there is fundamental review of our approach to customer contact and the rationalisation of our current asset base. Multiple contact points often exist within our towns where Council service can be accessed; this can create confusion for our customers. The creation of single multi-functional modern access centres through 'Flintshire Connects' will assist in consolidating current accommodation, generate opportunities for capital receipt generation and revenue savings and lead to a much leaner property asset base from which to operate. Opportunities to join and deliver services with other Public Sector and Third Sector partners will further assist in developing a more joined up approach.

A number of assets in our ownership, which will become surplus as a direct result of our rationalisation plans, may have significant community value. We will seek to encourage local communities to manage this accommodation and our approach will be facilitated though our emerging Community Asset Transfer Policy.

Consolidation

Assets is one of the 5 key themes within the Flintshire Futures Programme of activity and is a critical path faction influencing a number of other aspects of Council service delivery and driving change. It has strong linkage to IT, Human Resources, Agile and Mobile Working, our plans for delivering Flintshire Connects to the hearts of our towns. This consolidation is predicated on significant rationalisation of our current land and property holdings to create a lean enabling and supporting infrastructure from which we will deliver modern and integrated 21st Century Public Sector Services.

3.4 Information and Communication Technology (ICT) Strategy

Purpose

The purpose of the ICT Strategy is to plan the development and use of ICT to support the Council, in delivering its priorities for change and improvement. ICT is a key enabler for internal change and collaboration, and provides opportunities to improve services and improve how they are delivered to and accessed by our customers. A comprehensive Information Management Strategy and Web Development Strategy are also in place which complement the ICT Strategy.

Principles

The principles on which the ICT Strategy is based are:
- Flexibility – responsive to change.
- Innovation – exploiting the potential of new developments and technologies, including supporting new ways of working.
- Accessible and customer focused – recognising the important role of ICT in communicating with and providing services directly to the public and providing choice of access channels to meet the needs of individuals.
- Partnership – maximising the potential benefits of partnership and collaborative working.
- Value for Money & Efficiency – continuing to deliver relevant, cost effective and efficient services.
- Reliability – ensuring that ICT services are available for use when required.
- Security – ensuring that we protect the Council's information assets and all personal information we hold regarding our customers.
- Valuing and Developing our staff – equipping staff with the skills and knowledge to enable them to make effective use of ICT
- Standards – ensure that all technologies and developments adhere to locally and nationally defined standards.

Context

The Councils ICT infrastructure is robust, resilient and makes use of modern tried and tested technologies. However the budget pressures we will face for the foreseeable future will restrict our ability to keep our technology architecture up to date and meet demand. This is increasingly an issue as services expect more from ICT and ICT is being seen as a key enabler of service improvement and efficiency.

These expectations and additional demands require investment to ensure increases in capacity, the implementation of new and improved technology and the replacement of business systems. We must ensure that we prioritise investment in to those technologies which will deliver real efficiency gains which can be reinvested in frontline services. We will need to ensure that the Council's medium term financial strategy reflects this investment and planned efficiency gains.

Objectives

The objectives of the ICT strategy are to:
- underpin the Flintshire Community Strategy, the Council Plan (Governance) Framework and Directorate and Service Plans.
- provide a highly available, resilient, flexible and secure ICT infrastructure to meet the Council's business requirements.
- develop, implement and support information systems that meet the Council's business needs.
- provide and support a comprehensive communications infrastructure to enable the Council to deliver its vision for Customer contact and accessibility.
- ensure the potential benefits offered by emerging technologies are maximised.
- ensure that all Council staff have the skills to use and exploit the ICT services provided to them.
- provide the customer with greater choice as to how, when and where they access the Council.
- enable the resolution of enquiries, requests for service and any other matters at the first point of contact with the Council.
- facilitate collaborative and partnership working.

Essential Parts of the Strategy

The ICT Strategy sets out a vision for the use of ICT within the organisation and how it supports service improvement and our priorities for change and improvement. However we are realistic in terms of what can be achieved with the resources available to us.

The strategy is centred on the 5 C Model, as shown below. Key priorities are identified for each section of the strategy and these are reflected in the ICT divisional service plan. The strategy is business focussed it avoids the use technical jargon and focuses on how ICT can support the organisation and services in delivering their priorities. Obviously there has to be a technical route map to support this strategy and this is set out in the Council's Technology Blueprint which is published on InfoNet.
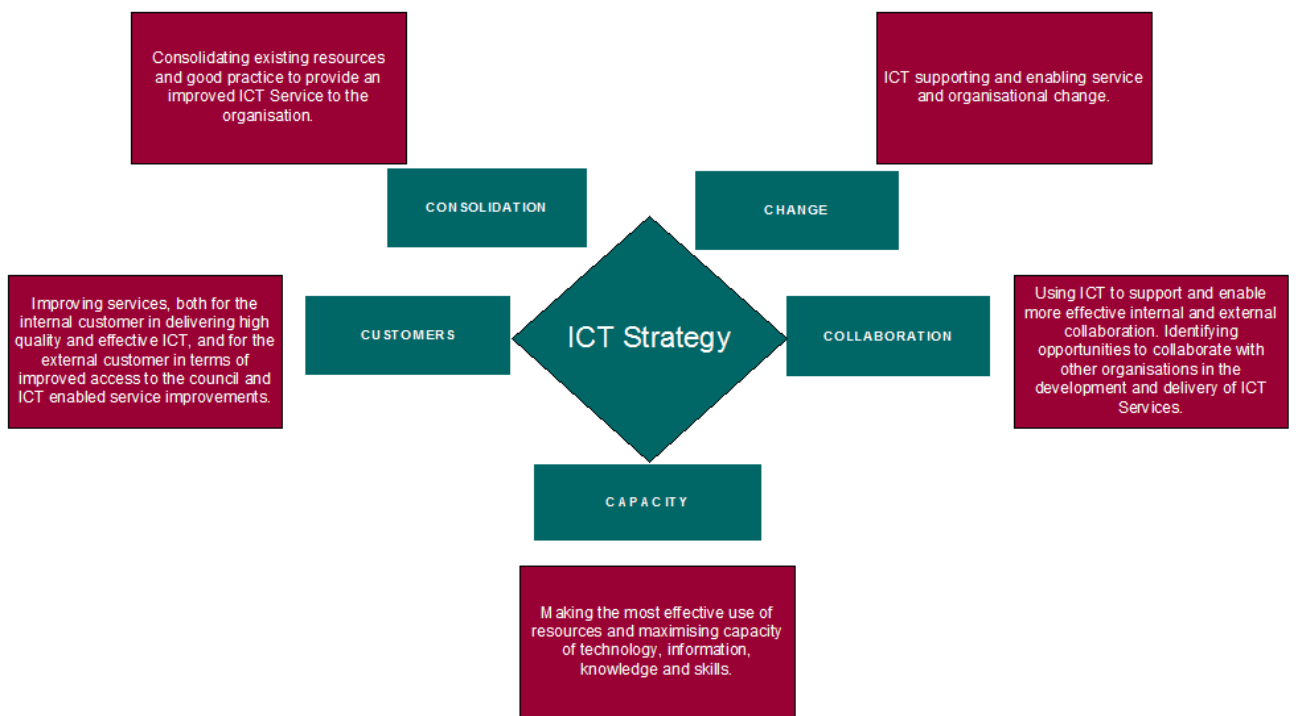
The strategy is reviewed on an annual basis to ensure it reflects the Council's priorities for change and improvement, the financial strategy, national direction and changes in legislation. A full review of the strategy is scheduled for 2013.

3.5 Procurement Strategy

This Council's Procurement Strategy sets out a framework for procurement across the Council, ensuring that all procurement activities operate within the context of value for money, efficiency and continuous improvement, and support the Council's aims and objectives.

The Council spends in excess of £100 million a year on the external procurement of goods, works and services. It is vital that all procurement activity is managed and co-ordinated to obtain value for money on all procured goods, services and works.

The Procurement Strategy sits alongside the Council's Medium Term Financial Strategy and identifies the need for a corporate approach to procurement linked to the drive for efficiencies and also responds to the risks identified in the Strategic Assessment of Risks and Challenges

The Council's Vision for Procurement which is reflected in this strategy is:

"To deliver value for money for all procured goods, works and services, through smarter, sustainable and commercial procurement practice which is strategically managed and maximises opportunities for sustainability, collaboration, partnering and exploitation of technology to support the aims and objectives of the Council and the wider national agenda."

As a member of the North Wales Procurement Partnership we actively participate in regional procurement activity and increasingly on a sub-regional level with Denbighshire and Wrexham. We are also committed to national collaboration activities.

3.6   Health and Safety

The Council has a corporate occupational health and safety policy and safety management system within which the Council:-

- recognises and accepts the duties and responsibilities as an employer with regard to the health and safety of each of its employees and all others who may be affected by the Authority's activities.
- endeavours to meet the requirements of the Health and Safety at Work etc Act 1974 and other associated legislation as far as is reasonably practicable.
- determines roles and responsibilities for the health and safety of employees and the workplace
- provides process and procedures for communication, monitoring and review
- determines the training and support required to reduce risks and contribute to a safe and healthy working environment

The policy is reviewed annually and is supported by a governance framework to facilitate and monitor the strategic development and progress of health and safety practice and the health and safety culture within the Council.

3.7   Organisational Change Strategy: 'Flintshire Futures'

In 2010 the Council adopted *Flintshire Futures* as a programme to promote further organisational change and re-design to achieve the maximum financial efficiencies. This programme follows two earlier phases of organisational change and re-design. The first, in 2007/08, formed the new directorates based on a new business model for the Council. The second, from 2008/09, introduced a number of service reviews to redesign selected services, introduced new business and efficiency driving systems and extended our commitments to regional collaboration. The *Flintshire Futures* programme is the third and latest phase which builds on these earlier two phases and takes them further.

Goals and Milestones for maximising the use of our resources have been developed as part of the *Flintshire Futures* programme **(finance, workforce, customer, procurement and assets principles).**

The *Flintshire Futures* programme has four parts which, taken together, will further modernise and change the organisation, make efficiencies and improve the resilience and quality of services.

The four parts are:-

- Corporate Change: centrally led corporate projects which affect the whole organisation e.g. systems, lean working, procurement, costs of employment

- Service Change: service led projects which affect specific services and functions e.g. transforming social services for adults

- Regional Collaboration: regional and sub-regional collaborative projects with other councils and other public sector partners e.g. school improvement services

- Local County Collaboration: county level collaborative projects with public and third sector partners e.g. carbon reduction and maximising opportunities/anti-poverty

The *Flintshire Futures* Programme has the aims of:-

- creating a modern and flexible organisation which makes the best use of its resources

- making the greatest possible efficiencies and savings to limit the impact of reducing public sector funds on local services

- improving local services and access to them and achieving the highest possible performance standards

The *Flintshire Futures* Programme is designed to:-

- maximise the benefits from collaboration with others

- maximise the benefits from organisational change and modernisation

The Corporate Change elements of the programme were refreshed and subject to internal and external challenge in early 2012. They are now grouped around 5 distinct sub-programmes Assets, Customer, Finance, Procurement and Workforce. The achievement of our projected cumulative efficiencies from the Flintshire Futures Programme will be critical to out Medium Term Financial Plan and our ability to manage our finances for 2013/14 onwards given the indicative local government settlements set by the Welsh Assembly Government for 2013/14 and 2014/15 and our forecast budget pressures and needs.

3.8   Corporate Services support and functions

Finance

The Finance Division carries out four major functions:-

- Corporate Finance
- Internal Audit
- Revenues & Benefits
- Clwyd Pension Fund

Corporate Finance and Internal Audit are responsible for support services to internal customers, whilst Revenues & Benefits and Clwyd Pension Fund provide services to external customers.

Corporate Finance contributes to the overall financial management of the Council through the Medium Term Financial Strategy; budget preparation, monitoring and the production of the annual financial accounts; technical accounting, treasury management, banking tax advice and insurance.

Internal Audit provides an internal audit and assurance function across all Council services and systems as well as investigations into areas of irregularity and the provision of advice to management.

The Revenues & Benefits Service administers Council Tax, Business Rates, Housing and Council Tax Benefits on behalf of the Department of Work and Pensions, Benefit Fraud investigations, cash collection and debt recover services to taxpayers, claimants and those paying monies to the Council.

The Clwyd Pension Fund is managed by the Council on a lead authority basis, providing Pension Fund benefits administration and Pension Fund investment activities to Flintshire County Council, Denbighshire County Council, Wrexham County Borough Council and a range of smaller scheduled and admitted bodies in the scheme.

HR and Organisational Development

The HR and OD service carries out the following functions:

- Strategic Human Resources
- Operational Human Resources (including Senior HR Adviser support, HR and Payroll transactional support, Systems Management)
- Job Evaluation and Single Status
- Corporate Training and Development
- Occupational Health Service

Strategic Human Resources

- Leading on the implementation of the People Strategy
- Proactively identifying areas where HR can add value and identify solutions in support of strategic goals and improved organisational and service performance as HR Business Partners
- Develop a high level of understanding of Directorate-specific service issues and provide 'expert' HR advice to actively support service delivery and ensure that Corporate and Directorate needs are considered and provided for.
- Develop, design and regularly review HR Policies and Procedures in accordance with employment legislation and the organisation's strategic aims and objectives (People Strategy) and support the implementation of these across the organisation
- Provide strategic support on a full range of HR activities including organisation and job design and planning for service redesign, workforce planning, senior recruitment, performance management arrangements

including support in setting people targets, service planning (focusing on people element), use and roll-out of competency framework etc.
- Develop and maintain partnership with Joint Trades Unions ensuring consultation and communication practices are routinely adopted during HR activities to ensure that all issues are properly presented and maximum opportunity of representation is available

Operational Human Resources comprising

Senior HR Adviser Support

- Provide advice, guidance and 'hands on' support to managers in the implementation and application of HR policies and procedures including recruitment, attendance management, individual performance management (capability procedure), disciplinary, grievance and bullying and harassment case work
- Maintain effective and construction relationships with Trade Union colleagues and work in partnership for early resolution of employee relation issues
- Support managers in the implementation of service reviews, including assimilation and consultation processes
- Support and coach managers in sound people management practice in applying HR policies and procedures

HR Service Centre

- Provide transactional support on the full range of HR activities, including recruitment, advice on terms and conditions of employment, contracts of employment, advice and support on HR policies and procedures including flexible and early retirement, exit interviews, annual leave provisions, establishment control, attendance management, maternity and adoption leave, carers policy, professional subscriptions advice and processing.
- Administration of Child care voucher and Cycle to Work Schemes
- Advice and guidance on Criminal Records Bureau (CRB) disclosures and processing of CRB checks

Payroll Processing Team

- Delivery of a payroll service to all employees and members
- Providing payroll services to external payroll contracts on behalf of the relevant employer
- Adhering to payroll legislation, Financial Standing Order and Financial Procedures, Contract Standing Orders and Payroll related terms and conditions

System Management Team

- Control, maintain and support the HRMIS (Midland Trent System) to ensure the integrity and security of the data
- Provide the link between all system users and the ICT technical support team

Job Evaluation and Single Status

- Design and implementation of an equality proofed pay and grading structure
- Implementation of a Single Status Agreement, in partnership with the Joint Trades Unions
- Job evaluation processing and advice and support to managers on GLPC Scheme

Corporate Training and Development

- Development of the People Development Strategy (in line with the People Strategy) to develop employees at every level of the organisation
- Design and delivery of a new management development programme, developed in partnership with Deeside College
- Work experience opportunities
- Commissioning of equalities training and development for the organisation
- Delivery of the Modern Trainee Programme

Occupational Health Service

- Provide objective and impartial advice, assistance and guidance both to managers and employees with regard to health and work
- Support the development of managers in relation to key tools, e.g. stress risk assessments

Information CT and Customer Services

The ICT and Customer Services Division is responsible for three major functions:-

- Corporate ICT
- Customer Services
- Corporate Procurement

The Corporate ICT function is responsible for the delivery of a full range of technology, information systems and support services across the Council. This includes a complex technical infrastructure of processing capacity, storage, telecommunications and networking facilities providing resilient and secure access to corporate and service based information. The service supports in excess of 2500 service users and 300 business systems both corporate and service specific, these include in-houses developed and third party systems. The ICT Help Desk provides comprehensive support to day to day issues faced by internal customers and service requests.

The Information Systems team assist services in identifying and building ICT based solutions to meet business requirements and enable business change.

The Information Governance team are responsible for Information Management and Security, ensuring the technologies and policies are in place to protect the Council's information assets and to comply with the Government Secure Extranet code of connection.

The Customer Services function is responsible for the provision of a central focus for customer services within the Council in respect of access, customer care and complaints. It has responsibility for all customer access channels web, phone and face to face, this includes the corporate contact centre and Flintshire Connects centres.

It also has responsibility for the registration of births, deaths, marriages and civil partnerships, and other corporate services including Welsh translation, central despatch, ID and access control for Council offices and flexi time recording arrangements and the provision of administration for Corporate Services.

The Procurement function provides a management, support and coordination role for the Council. It assists services with procurement projects providing professional advice in relation to procurement legislation and good practice. It engages with and champions regional and national procurement collaboration activities via the North Wales Procurement Partnership and Value Wales.

The Design and Print Unit provides a comprehensive range of digital and lithographic printing services for the Council and a professional graphic design service. The unit operates as a trading function and in doing so provides services to other local and national public sector clients.

Legal and Democratic

Legal and Democratic Services provide the Council with:-

- A dedicated legal support service. This includes advice and support to all the Council's service areas, to Members in their various roles (including committees) and to Officers at all levels of management within the Authority. It also includes advice to joint committees and collaboration projects with other local authorities.

- A support service for the democratic process which includes the management and administration of the committee system, Cabinet and Overview and Scrutiny arrangements and support to all Members. It is also responsible for electoral registration arrangements, the administration of elections and supports the Council's civic functions.

The Head of Legal and Democratic Services is also the Statutory Monitoring Officer and the division provides him with the necessary support to ensure the propriety, lawfulness and fairness of the Council's activities and decision making processes.

4. Business Processes

4.1. Business Planning and Review

The Council considers business planning and review as fundamental for:-

- setting direction and purpose
- setting specific performance targets

- providing internal accountability and regulation
- accounting to Government

A consistent and modernised approach has been developed to ensure 'fit' and cohesiveness amongst all these operational parts:-

- service planning at Head of Service level and directorate planning arrangements for the three public service directorates
- categorisation and review of performance targets
- consistent approach to target setting methodology and action planning
- setting and monitoring the Outcome Agreement with Welsh Assembly Government (WAG)
- development of the model for presentation and review of the Strategic Assessment of Risks and Challenges
- setting plans to continue to deliver our services in times of business interruption such as severe weather
- co-ordinating internal and external regulation

Service and Directorate Planning

The Council has three public service directorates. These are Community Services, Environment and Lifelong Learning. The Directorates produce Directorate Plans *(Environment, Lifelong Learning, Community Services)* which summarise the critical priorities, performance, risk and improvement activity for their grouped service functions and show the key commitments we have made through our strategic partnerships with other organisations. The Plans are produced annually based on the Council Municipal Year (May to April). The plans also project the anticipated budget pressures and efficiencies. The four corporate services are shown in the service 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 level. These are annual plans set with a view on the longer-term. Progress and performance is reported quarterly to the Cabinet and Overview and Scrutiny Committees.

Underpinning Directorate and Service Plans are processes of mature and open self evaluation. In the case of Education and Social Services approaches advocated by Inspectorates have been adopted.
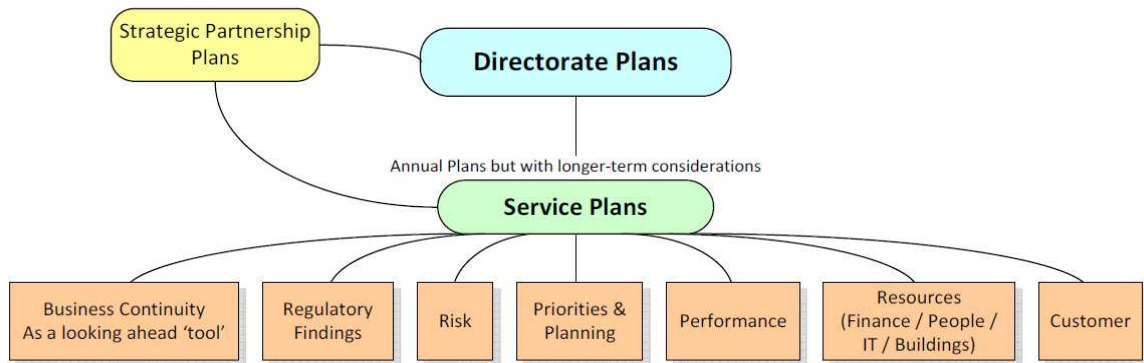
In setting direction and prioritising our resources the Council **sets performance targets** and monitors them. It does this through the use of **performance indicators**.

The performance indicators used are based on: -

- National Indicators as set by the Welsh Assembly Government (WAG) which we are required to use; and
- Local Indicators as set by the council over and above those set by WAG by local choice.

Performance indicators are the 'success measures' for the Council and are viewed publicly by Government, our regulators and our customers. Internally we monitor performance indicators to:-

- assess how well we are doing over time (trend)
- judge how well we are doing against our comparators (e.g. other authorities and organisations) to understand where we may learn good practice
- keep a check on any dips in performance to be in a better position to manage performance proactively

Performance indicators can measure a variety of parts of the business:-

- the time of a process e.g. application for service
- the number of people receiving a service e.g. visitors to a leisure centre
- the achievement of a standard e.g. educational attainment.

To determine the direction of improvement for our performance indicators we set **performance targets**. These are based on the direction of improvement we wish to see and how much improvement within a given period of time; usually one year. Some targets are also set nationally by WAG such as the recycling targets, but mostly we choose the level at which targets are set.

These annual targets are set as either:-

- an **improvement target** - where performance is currently unsatisfactory and needs to be improved markedly
- an **incremental target** - where some improvement in performance is sought as a business objective and current performance is satisfactory or

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- a **maintenance target** - where performance is currently good and needs to continue ; or
- management information – performance indicators that the authority may have little or no control over but the information is useful to know (proxy indicators)

A review of the categorisation and setting of targets is undertaken annually by Heads of Service. Internal challenge of these proposals and consideration of the action plans which support the targets is undertaken by Overview and Scrutiny members via a Autumn workshop.

All Improvement Targets that we set are supported by an action plan which details the steps to be taken, by when and whom to achieve the target performance. These action plans are monitored in the quarterly performance reports.

The Improvement Targets that we set ourselves also include the measures which are contained in the **Outcome Agreement.**

The Outcome Agreement 2010 – 2013 (**_Outcome Agreement_**) has been developed with the Welsh Assembly Government (WAG) and has replaced the Improvement Agreement. Performance against the Agreement draws down £1.47m of grant funding per annum. WAG introduced the Outcome 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 Cabinet and endorsed by the Local Service Board (LSB). The Local Service Board's role satisfies the collaborative requirement of the Agreement.

Progress against the Outcome Agreement is monitored by WAG annually.

Resource Planning

The Council reviews the resources at its disposal to make most efficient and effective use of them. The four principal resources include:-

- Finance
- Workforce
- Assets
- Information and Communications Technology

The Medium Term Financial Strategy, People Strategy, Asset Management Plan and ICT Strategy support the organisation with resource planning to support improvement and the achievement of its objectives as stated in the three public service Directorate plans.

In turn the consideration of these resource plans is taken into account in business planning within service and Directorate planning arrangements and also

corporately (across the whole council) within each of these four resource functions' Service Plans or Management Plan (Assets).

See section 3 for further information.

In addition the council has a range of methods and guidance used to support improvement, be it through service reviews or change projects. These include:-

- Project management toolkit and in-house software system
- Programme management methodology and toolkit
- Change management and organisational design toolkit including principles, policy and practice

In considering the use of the Council's resources for the long-term the organisation also reflects on the principles for **sustainable development**.

Sustainable development is a set of principles for integrating decisions for the benefit of society today with the longer-term consequences for future generations. This means taking into account the shorter-term and the longer-term benefits and dis-benefits for the environment, society and the economy and the consequences of our decisions when we make them.

The Directorate and Service Plans consider these sustainable development issues in relation to their service areas.

4.2 Risk Management

Strategic Assessment of Risks and Challenges

The Council's Strategic Assessment of Risks and Challenges (SARC) document was created during 2007/08 and refreshed in 2010 and provides a detailed assessment of the Council's risk and challenges and a basis for action.

The SARC document 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 our 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 risks 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 or risk is to be mitigated or managed to an acceptable level.

The strategic assessment of risks and challenges has three sections:

1. Community Leadership - local challenges which cannot be maintained solely by the Council (e.g. affordable housing, Community Strategy, public health and primary health care).

2. Council Delivery – public service challenges which are mainly within the control and responsibility of the Council (e.g. housing, school buildings, and waste management).

3. Council Governance – challenges of organisational governance and management (e.g. finance, human resources, information and communications technology).

The SARC risks are described in Directorate Plans, detailed in Service Plans and reported on a quarterly basis as part of the quarterly performance report. In addition a separate review is undertaken of all the SARC risks twice yearly to ensure comprehensive coverage and assurance of risks and mitigating actions. This is reported to the Council's Cabinet and Audit Committees.

SARC is an effective tool:-

- for self assessments – as a single document which charters the progress of issues the Council faces as an individual body and with our partners
- for resource planning and prioritisation – identifying where a reallocation of resources may be required
- for communication - to employees, members and in turn the public about the current issues and challenges that the Council faces
- for internal and external regulators – providing a regularly updated and current assessment

Operational Risks

The Council identifies operational risks at a service level and details the risks along with actions to mitigate, milestones and accountabilities within each service plan at a Head of Service level.

Business Continuity Plans

Business Continuity management is about how the organisation plans an effective response to business interruptions such as severe weather so that its services can function and then return to normal as soon as possible.

Flintshire has developed a resilient approach to business continuity. This approach has included:-

- the identification of Mission Critical Services **(Corporate Business Continuity Plan)**: those services which must be maintained or recovered as a priority should a business interruption occur e.g. severe weather. These services have Business Continuity Plans in place.
- the development of a Corporate Business Continuity Plan which provides the overall framework within which the Business Continuity Plans operate and identifies the actions to be taken should a number of business continuity impacts be faced at the same time across; for example accommodation or ICT infrastructure.

Overall strategic responsibility for ensuring that services are maintained is the responsibility of the Council's Corporate Management Team.

4.3 Regulation and Assurance

Regulation and accountability provides assurance for the effectiveness of the Council's arrangements for the services it is responsible for and the achievement of its objectives. It is undertaken both internally within the organisation through its governance arrangements, practices and procedures and externally by various organisations such as the Wales Audit Office (WAO) who have an independent statutory role.

Internal arrangements through our business planning, accountability and governance arrangements including: -

Business Planning
- Directorate plans – the annual setting, endorsement and monitoring by the Council's Cabinet and Overview and Scrutiny Committees
- Service plans – set annually for each Head of Service's functions and monitored through:
    - Quarterly Performance Reports *(Quarterly Reports)* by Cabinet and Overview and Scrutiny Committees
- Periodic review of the Council's Strategic Assessment of Risks and Challenges (SARC) – included within Directorate and service plans and quarterly reports as above

Reviews and change projects are undertaken periodically as determined through SARC or as part of the Flintshire Futures programme. The governance of these is undertaken at various stages:-

- Scoping – at the outset a review or project is scoped to determine what is included and what is not. These scopes are approved internally by the Corporate Management Team before endorsement by Cabinet and consideration by relevant Overview and Scrutiny Committees. These endorsements give the decision to proceed.
- Staged reporting – depending upon the level of complexity of a review or change project there may be periodic reporting to Cabinet and Overview and Scrutiny Committees for particular decisions to be endorsed.
- Approval of outcomes once a review or project has been completed is required from the Council's Cabinet endorsing the decision to implement the changes.

Internal Audit Plan

Internal Audit produces a three year Strategic Plan (*Strategy for Internal Audit)* which is reviewed and updated annually and takes into account council priorities, risks and areas for improvement. The plan covers all Directorates and Corporate Services and is agreed by the Audit Committee. Progress against the plan is monitored and reported upon to the Audit Committee along with the results of the audit work.

The plan includes systems work which is relied on by external regulators, risk-based work which is based on the SARC and operational risks, and advisory / consultancy work which is requested by or agreed with Directors and senior management. The plan is agreed with external regulators to minimise duplication and promote effectiveness.

The audit work carried out during the year is amalgamated into the Internal Audit Annual Report *(**Annual Report)*** which gives an independent opinion on the standard of Corporate Governance, Risk Management and Internal Control within the Authority and feeds into the Annual Governance Statement. The Annual Report is reported to the Audit Committee.

Audit Committee

The Council's Audit Committee's role and function is to provide assurance of the system through:-

- Reviewing the effectiveness of the authority's systems of internal control and risk management systems
- Overseeing the financial reporting process to ensure the balance, transparency and integrity of published financial information
- Monitor the performance and effectiveness of the internal and external audit functions within the wider regulatory context

External arrangements for regulation and assurance are provided by a number of statutorily appointed bodies such as the Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW), plus a number of other external regulatory bodies.

Their role is independent of government and they examine various aspects of how Welsh public bodies work. For example the WAO carries out financial audits and examines how the organisation manages and spends public money, including achieving value in the delivery of public services. Other bodies such as Estyn focus on the quality and standards in education and training providers in Wales.

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 Cabinet and Audit Committee and considered by the various Overview and Scrutiny Committees as appropriate. Progress against the resultant action plans are also monitored by Cabinet and Overview & Scrutiny. Some reports, such as the Annual Improvement Report (see below) are presented to the full Council.

The WAO also has a co-ordinating role with other regulatory bodies (Estyn and CSSIW) and meets regularly with the Chief Executive to discuss the achievement of co-ordination and proportionality of external regulatory work, as well as the role that regulation can play in 'adding value' through supporting improvement.

Regulatory Plan

The Wales Audit Office (on behalf of the Auditor General for Wales) undertakes an annual Corporate Assessment *(**Preliminary Corporate Assessment**)* which

assesses the Council's forward looking plan and its corporate arrangements for improvement. This assessment is undertaken once the Council has agreed its Improvement Objectives for the year (April/May).

On the basis of this assessment and the previous year's Annual Improvement Report (*Annual Performance Report 2011/12*) the WAO produce a Regulatory Plan which identifies further assessment or inspection work. The Plan also identifies planned work to be undertaken by other regulatory bodies such as the Care and Social Services Inspectorate (CSSIW) and Estyn.

All regulatory reports are reported to the Council's Cabinet, Overview and Scrutiny Committees and Audit Committee (where appropriate). The Annual Improvement Report is also reported to the full Council.

5.   CUSTOMER SERVICES AND CITIZENSHIP

5.1   Customer Services Strategy

Purpose
The Council's Customer Services Strategy sets out our plans and priorities for achieving customer service excellence consistently across all council services. It articulates our Customer Services vision.

"We will put the customer at the heart of everything we do and deliver consistently excellent customer service "

The strategy explains what we mean by excellent customer service and the outcomes we are looking to achieve from its implementation not only for our customers but for our employees and the council as a whole.

Principles
The principles on which the Customer Service Strategy is founded, very much underpins our view of what excellent customer service looks like:

- **Quality –** high quality, reliable, flexible and responsive services which continuously strive to improve.

- **Relevant** – tailoring services to meet specific needs.

- **Choice** – through a choice of access channels, putting the customer first.

- **Accessible** – in locations, at times and in ways which suit the needs of all our customers.

- **Consistent** – using information effectively to ensure the same level of service and same information is available to all.

- **Joined Up** – both internally within the Council and with our partners, access to services should be seamless and transparent.

- **Value for Money** – greater cost effectiveness, reliable and efficient.

- **Language Choice** – communicating with our customers in English and Welsh giving equality to both languages in all aspects of customer service.

Context

We know from feedback that generally customers are satisfied with the individual services they receive from the Council. However, there are lower levels of satisfaction in contacting the Council with the last residents' survey showing that 20% of people who contacted Flintshire in the previous 12 months were dissatisfied with the experience.

We know that customer expectations are on the increase, research has shown they increasingly expect to have their enquiries dealt with at the first point of contact. They don't want to have to understand the organisational structure and which department delivers which services.

Customers want to contact services at times that are most convenient to them, as well as in places and in ways that most suit their needs. . We already have a range of other out of hours arrangements in place. We need to develop a consistent approach across all services.

National research indicates that customer preferences are shifting away from the telephone being their preferred means of accessing services with preferences now split roughly equally between face to face, on-line and telephone contact. and increasingly the use of text, social media and smartphones.

Our website has improved significantly in recent years but there is more we need to do to make it more available for all customers, to increase its attractiveness and ease of use, to improve content and to increase the availability of on-line transaction. If we can get our customers to move to the website there are significant efficiency savings to be made with Channel Shift being a key element of our Flintshire Futures programme.

Strategic Priorities

The Customer Service Strategy sets out in some detail our aims, objectives and plans for each of the identified strategic priorities that we believe are critical to delivering customer service excellence:-

- Developing Integrated Services Channels
- Putting the Customer First
- Supporting Staff and Managing Change
- Transforming the Business

Our vision for improving Customer Services in Flintshire is exciting, ambitious and will take many years before it is delivered fully across the County. There is much detailed work, consultation and planning taking place. We are now seeing this coming to fruition with the opening of our Contact Centre in March 2012 and the planned opening our first Flintshire Connects centre in October, 2012. Full engagement with customers, partners, staff and communities is essential in order

to move the vision forward and to begin to develop a picture of what it looks like at a local level.

5.2   Communications and Engagement

Effective communication and engagement with customers, businesses, partner organisations and within its own workforce is used within the Council to inform developments and improvements.

It must:
- be clear, concise, open and two-way
- be customer focused and take into account the public's views and concerns
- be clear, easily understood, timely, relevant and up-to-date in all formats
- meet the standards set out in the Council's corporate branding guide to safeguard image and reputation.
- engage with people from all different backgrounds and age groups and those with disabilities; ensure language preference is met
- meet plain language and clear print guidelines so that information is easy to read and understand.
- align to the Council's vision, corporate values, aims and objectives
- be planned and managed in the event of emergencies or major incidents to ensure effective contact and engagement with all those affected and the wider public.
- follow media relations protocols to encourage positive and balanced reporting of Council news and activities to protect organisational reputation
- help the workforce and members carry out their duties in providing excellent services for the public
- keep employees well informed and enable them to engage with the council and make their views known
- promote the county of Flintshire as the best place to live, work and visit
- help improve people's understanding of the Council's work by promoting services and explaining how people can access them and get in touch.

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

5.3   Equalities and Welsh Language

The Council's Directorate and service plans consider, endorse and plan their approach to support and improve the organisation's principles and policies of equalities and Welsh language from a customer, workforce and language perspective.

The council's various **equality** schemes support the promotion of equality and the addressing of discrimination and harassment to improve the lives of our local individuals and communities:-

- our community and workforce are diverse and come from a range of backgrounds and cultures
- many people face different barriers to services and employment

As a major public sector service provider and employer we have a responsibility to address these barriers and deliver quality goods, services and works that meet these diverse needs whilst being treated fairly and with dignity and respect. Equality is an integral part of providing customer focussed services and is an essential element of becoming an "Employer of Choice".

The Council's **Welsh Language** Scheme supports that Welsh language is an essential part of the cultural identity and character of Wales.

The scheme embraces the duty to promote, support and safeguard the Welsh language. Similarly, offering language choice is one of many aspects of good customer service.

By implementing our Welsh Language Scheme we:

- contribute to the realisation of the broader national strategy
- create more opportunities for customers to use the Welsh in their dealings with us by ensuring that more of our services are available in Welsh
- ensure that services delivered in Welsh services are as instant and as good services delivered in English
- create and sustain a working environment for our employees in which the Welsh language is both visible and audible.

6. Partnerships, Networks and Collaboration

6.1 National

Flintshire is part of the local government 'family' in Wales. The Council makes a contribution to national policy development and evaluation with the Welsh Assembly through:-

- being an active member of the Welsh Local Government Association (WLGA) - the representative body for unitary, national park, police and fire and rescue authorities in Wales
- being a statutory consultee recognised by Government and Government agencies
- participation in national studies and programmes of work and national boards, networks and working groups

Flintshire also has a presence and an influence through the national professional bodies of whom its senior directors are active members. These include the Society of Local Authority Chief Executives (SOLACE), the Association of Directors of Education Wales (ADEW) and the Association of Directors of Social

Services (ADSS). These bodies are actively involved in national programmes of policy and practice development and evaluation.

Flintshire is also active in the work of other national bodies such as the Wales Audit Office with its programme of national 'value for money' and innovation studies and the UK body the Association of Public Service Excellence (APSE) which promotes improvement through comparative study and practice sharing.

Flintshire supports its elected members and professional officers to be active in all of the above to represent Flintshire's interests and to enhance our reputation as a leading council.

6.2   Regional

Flintshire County Council is an active member of regional partnerships and representative bodies.

The Council:-

- nominates members to the North Wales Police and North Wales Fire and Rescue Authorities
- nominates members to various bodies with a regional remit
- is active in regional networks such as the North Wales Economic Ambition Board
- is a member of regional consortia such as the regional transport consortium TAITH
- is a member of formal joint committees which oversee joint services such as the Joint Committee for the North Wales Residual Waste Treatment procurement partnership
- is a full member of the Regional Leadership Board, a regional committee of the WLGA (see section on Vision and Values)
- is a full member of the four regional portfolio boards (Environment, Education, Health and Social Services, Support Services) which promote collaboration in public services (see section on Vision and Values)
- is a member of the Mersey Dee Alliance (MDA) which agrees to work together on common strategic interests to sustain the economic future of the travel-to-work area, and facilitate a coherent approach to social, economic and environmental issues.

The Council helps shape regional priorities and policy through all of the above in addition to promoting and defending the interests of the region on a Wales and UK level and the interests of Flintshire on a regional level.

The Council is also an active member of the Mersey Dee Alliance which promotes cross-border strategic planning and co-operation for economic development and infrastructure development.

6.3   Local

Flintshire Local Service Board

The Local Service Board (LSB) brings together the public service providers in Flintshire including: Flintshire County Council, Betsi Cadwaladr University Health Board, Deeside College, the Environment Agency, Glyndwr University, Flintshire Local Voluntary Council, Public Health Wales, North Wales Fire and Rescue Service, North Wales Police and Wales Probation.

The Flintshire LSB was established in 2008. Its remit is as follows:-

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships – see list below.
- Identifying common issues as public bodies/employers.
- Promoting collaboration in the design and provision of local public services to make best economic use of local partner's resources, such as people, money, assets and technology.

Working alongside the Flintshire Local Service Board (LSB) are eight key Strategic Partnerships:

- Children & Young People's Partnership
- Community Safety Partnership
- Flintshire and Wrexham Local Safeguarding Children Board
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Board

These Strategic Partnerships exist for a number of reasons:

a. Statutory provisions i.e., Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Children Board, Youth Justice Service.
b. National agreement e.g., Voluntary Sector Compact.
c. Local agreement to ensure a more strategic and integrated approach, e.g., Regeneration Partnership, Housing Partnership.

A review of the North Wales Partnerships has resulted in a series of changes including the setting up new joint Boards for Flintshire and Wrexham for:

- Community Safety Partnership
- Local Safeguarding Children's Board
- Youth Justice Executive Management Board

A North Wales Safer Communities Board has also been established.

In June 2009, Flintshire County Council formally adopted the Community Strategy as a 'County Vision' (*Community Strategy 2009 - 2011*) for Flintshire 2009 to 2019. The vision is used to not only shape the local authority's financial and business planning processes but also those of all its LSB partners.

In July 2012, as part of a refresh of the County Vision the LSB agreed a set of 'primary' and 'secondary' priorities:

- The primary or top priorities are the ones the LSB will concentrate on.
- The secondary priorities would be those supporting priorities which are the top line for the specialist partnerships.

The two fit together to provide a coherent vision with responsibilities for who leads what (the LSB or a specified partnership) set out clearly.

The LSB has a Partnership Governance Framework that is used by all strategic partnerships. The purpose of this is to ensure a consistent approach in the application of partnership governance arrangements.

Strategic partnership performance is reported to the Council's Cabinet and the Community Profile and Partnerships Overview and Scrutiny Committee every six months.

Partnership Engagement

The Council is also involved in other partnerships which work to improve the quality of life for the communities of Flintshire. A principal function of these partnerships is engagement to help shape policy; for example the County Forum (where the County Council meets quarterly with leads from the Town and Community Councils). The Council jointly developed and created a Charter *(A Shared Community)* with the Town and Community Councils in February 2012.

Fundamental principles for engagement and collaboration are contained within our Flintshire Futures principles for both the Voluntary Sector *(Funding Principles)* and more generally for collaboration (**Collaboration Principles**).

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE & DIRECTOR OF ENVIRONMENT**

SUBJECT: **REGIONAL STRATEGY FOR ECONOMIC AMBITION**

1.00   PURPOSE OF REPORT

1.01   To adopt the regional Economic Ambition Strategy for North Wales

2.00   BACKGROUND

2.01   The local government family and partners, supported by Welsh Government, has prioritised the protection, promotion and development of the North Wales economy and its key economic sectors for regional collaboration. Work to achieve this commitment has led to the publication of the attached strategy document *Economic Ambition - A Strategy for Change*.

3.00   CONSIDERATIONS

3.01   In committing informally to the Strategy at Project Board level senior Council member and officers have stressed that for the Strategy to be effective the following conditions will need to be set:-

- the region should concentrate on the sectors where it has strengths and there is some shared benefit. The project will concentrate on advanced manufacturing and energy by agreement
- it should be accepted that the region is diverse and that there will be differential benefit from the strategy county by county. The region should capitalise on its strengths even if the benefit from sector protection and growth is not equally shared
- the strategy needs to be action-orientated
- Welsh Government need to be fully supportive so that there is no conflict of objectives or economic promotion and investment
- the region should capitalise on the opportunity of the three new enterprise zones within the strategy
- the Deeside 'brand' should not be diluted in a regional offering and Flintshire will continue to market our sector base and sites competitively
- Deeside should be seen as the regional market leader offering job intake and procurement benefits for the region

3.02   The Cabinet is recommended to join its five neighbouring Councils in committing to the partnership and supporting the strategy.

4.00 **RECOMMENDATIONS**

4.01 That the Cabinet join its five neighbouring Councils in committing to the partnership and supporting the strategy.

4.02 That the Council be represented by the Cabinet Member for Regeneration, Enterprise & Leisure with the recommendation to the Project Board that all Council leaders have a standing invitation to attend and participate as non-voting members.

5.00 **FINANCIAL IMPLICATIONS**

5.01 None directly

6.00 **ANTI POVERTY IMPACT**

6.01 None directly

7.00 **ENVIRONMENTAL IMPACT**

7.01 None directly

8.00 **EQUALITIES IMPACT**

8.01 None directly

9.00 **PERSONNEL IMPLICATIONS**

9.01 None directly

10.00 **CONSULTATION REQUIRED**

10.01 None directly

11.00 **CONSULTATION UNDERTAKEN**

11.01 None directly

12.00 **APPENDICES**

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Chief Executive
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REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD - MID YEAR REVIEW**

1.00 PURPOSE OF REPORT

1.01 To seek endorsement of the ongoing work of the Flintshire Local Service Board (LSB).

2.00 BACKGROUND

2.01 The Flintshire LSB was established in 2008. Its remit is to focus on five main areas:

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership.
- Identifying common issues as public bodies/employers.
- Promoting collaboration in the design and provision of local public services to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02 Working alongside the Flintshire Local Service Board (LSB) are eight key Strategic Partnerships:

- Children & Young People's Partnership
- Community Safety Partnership
- Flintshire and Wrexham Local Safeguarding Children Board
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Board

2.03 These Strategic Partnerships exist for a number of reasons:

- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Children Board, Youth Justice Service.
- National agreement e.g. Voluntary Sector Compact.
- Local agreement to ensure a more strategic and integrated approach, e.g. Regeneration Partnership, Housing Partnership.

2.04 The statutory requirement for the development of a Community Strategy on a partnership basis for the whole County of Flintshire was described to Members in the report presented to and endorsed by Executive on 17th February 2009. Subsequently, the Community Strategy was formally adopted by Flintshire County Council on 30th June 2010.

2.05 The Community Strategy Work Plan is based around the issues, challenges and risks identified by the 'County Vision'. The Flintshire Local Service Board (LSB) identified carbon reduction and the impact of poverty and its associated disadvantage within the County as key issues to be tackled collectively. The last update on these projects was given to the Executive on 15th November 2011.

2.06 In October 2011, the Flintshire LSB agreed a programme of work to refresh its priorities. This included a review of:

a. Our performance in the 4 areas of work that form the national Effective Service for Vulnerable People (ESVP) Programme.
b. Our progress in achieving our Flintshire County Vision.

2.07 The work was supported by the Strategic Partnerships in Flintshire through the LSB Support Team. This is a 'virtual' team that brings together:

- Strategic Partnership Coordinators including the LSB
- Communities First Senior Coordinator
- Head of Planning Policy (in relation to Local Development Plan)

2.08 The Team was established in 2008/09 to support the LSB by:

- Acting as a 'Clearing House' for the LSB and assist in 'clearing the fog' within the overall strategy system, i.e., filters relevant issues to support the LSB.
- Identifying and assessing citizen / community focussed issues and channel them into the LSB where appropriate.
- Building upon and consolidating its existing intelligence and knowledge management functions including policy developments and their implications for well-being both within and across partnership themes and 'pick-up' on emerging issues.

2.09 By working in this way, there is a more team based approach to supporting the LSB and the strategic partnerships that is joined-up, has greater shared understanding of issues, reduces duplication, etc. In addition, the LSB have provided a mandate that is supported by the 'source' partnerships (and their associated partners) to enable the LSB Support Team to

undertake its role.

3.00   <u>**CONSIDERATIONS**</u>

Reviewing Our Performance against the Effective Services for Vulnerable People (ESVP) Programme

3.01   Welsh Government has supported the establishment of the national Public Service Leadership Group (PSLG). This Group seeks to provide leadership for public service reform and collaboration, and to drive the pace of improvement in public services of Wales.

3.02   One programme of work led by the PSLG includes the Effective Services for Vulnerable People (ESVP) programme. This work is focused on developing new ways of delivering public services that have the potential to make a difference to peoples' lives at the same time as making better use of public money.

3.03   The programme focused on 4 'big' issues in which it was generally accepted that more needs to be done to find and promote new ways of working. These are:

- Promoting independent living and wellbeing;
- Improving the life chances of families, particularly those with complicated and interrelated needs;
- Improving the education, training, and employment prospects for young people; and
- Improving services for vulnerable people, with an early focus on those suffering domestic abuse.

3.04   The review commenced in November 2011 and Stage 1 incorporated:

- An overview of the 4 case studies from the ESVP Programme.
- An overview of key activities in Flintshire in relation to these models.
- A proposed approach to address performance 'gaps'.

3.05   LSB leads and Strategic partnerships were identified to take forward Stage 2 of this work. This included:
- A review of current performance in Flintshire.
- A judgement (RAG status) on how we are currently performing.
- Actions to further improve performance.

3.06   Generally, the LSB agreed that we should establish opportunities for greater partnership working and information sharing to further progress work in each of these areas. With this in mind, Stage 3 is now focusing on developing and implementing actions to improve performance.

Reviewing our progress in achieving our Flintshire County Vision

3.07   The review of the County Vision commenced in January 2012. The County Vision has five themes and each theme has a number of priorities. The

LSB Support Team reviewed each priority using the following questions:

i. In working towards each priority, from a partnership perspective what would success look like?
ii. To achieve that level of success, what actions could we take where working in partnership would make a positive impact?
iii. What measures would we use to demonstrate progress?
iv. What are the key partnership actions that have been undertaken to date to support the achievement of the priority?
v. What future actions do we need to undertake? This included action required to shift our performance.

3.08   At the LSB in April, a summary of the above was presented and all attendees were asked to allocate a performance judgement (using a RAG status) for each priority using the following as criteria.

• RAG Now - This is our performance in relation to how we are currently progressing on delivering the priority.

• RAG Future - This is our level of confidence in relation to our ability to improve performance in delivery of this priority.

3.09   Upon completion of this, it was agreed that there was a need to review and refresh the County Vision priorities as:

• Many aspects of the existing County Vision are being actively and successfully progressed.
• Many areas of work have changed as a result of restructure, changing legislation, changing funding, regionalisation, etc.
• The LSB should focus on rationalising the themes and sub-themes so that it can focus on a small number of key priorities where a partnership approach would add value and be more important.
• In establishing priorities, we should ensure that there is a balance between what we have got to do and what we aspire to do.
• Need to develop so that partners can focus their resources on delivering priority work areas, as appropriate.

Our LSB Priorities- Bringing the Review Together
3.11   It was agreed that the LSB would have a small number of key priority areas in which LSB Partners have a shared interest and where a high level partnership such as the LSB is needed to lead and influence change. These key priority areas would become the LSB work programme.

3.12   Priorities will be classed as 'primary' and 'secondary':

• The primary or top priorities are the ones the LSB will concentrate on.
• The secondary priorities would be those supporting priorities which are the top line for the specialist partnerships.

3.13   The two fit together to provide a coherent vision with responsibilities for who

leads what (the LSB or a specified partnership) set out clearly. The models of service delivery (ESVP) would be woven into this according to what we think needs to be done.

3.14 In July 2012, the LSB agreed the priorities using this approach – see Appendix A. Statements of Ambition for each of the priorities are now being developed. These will provide an outline of what we want to achieve, what we want to change and why.

Carbon Reduction and Adaptation

3.15 The Carbon Reduction and Adaptation Planning project has been running since 2009 and the Statement of Ambition includes:

- Achieve an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3%.
- Understand and respond to the effects of climate change on our communities, working environments, way of life and well-being.
- Become a low carbon county as well as reducing our broader ecological footprint, this goes beyond addressing the impact of carbon emissions alone.

Progress on each of these are as follows:

Achieve an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3%

3.16 The production of carbon for the period of 2010/11 was 24,305,005 tonnes and the total for 2011/12 is 21,226,683tonnes, resulting in a 12.67% emission reduction. This exceeds the expectation of the target of a 3% year on year, but does reflect a warmer winter period.

3.17 The difficulty will arise next year when the target set out in the Strategy and the Outcome Agreement is for a 3% reduction year on year. Indications for the first quarter of 2012/13 are that consumption is higher than the previous year.

To understand and respond to the effects of climate change on our communities, working environments, way of life and well-being

3.18 Climate Change adaptation still appears to a difficult concept, particularly with the need for long term planning considerations and the potential outcome of activity approved now which could compromise future goals and aspirations. To help with this the following keys tasks are being undertaken:

- Development of a draft Framework is being progressed in partnership with WLGA as part of the support provided for the initial pilot project Changing Climate: Changing Places. This framework is attached for approval and comments
- Shaping of a Climate Change Adaptation Plan - There is a knowledge and information gap in moving forward with the Climate Change Strategic Shared Risks. This is because there has never been a need

to consider 'future proofing' of financial spend, community risk or the need to ensure a fully inclusive, integrated outcome. Evidence base has always been historical, whereas to determine the needs for Climate Change Adaptation is to be able to understand and interpret predictions and probabilistic data.

- Research is being commissioned to help determine the 'pressure points' of the climate change impact with 'tipping points or thresholds' for Infrastructure: Roads or Infrastructure: Assets, or both should budgets permit. This would provide a 'blue print' for other risks.
- Prioritising/Testing Adaptation Solutions of the Risk is being developed by risk and business managers – this will help focus on the adaptation solution and confirm the adaptation proposal's suitability to deliver benefit over a long period of time.

To become a low carbon county as well as reducing our broader ecological footprint, this goes beyond addressing the impact of carbon emissions alone

3.19 There is no major progress to report, many of the proposals for the Greenfield, Holywell project are in early stages of negotiation with partners and the community.

Maximising Opportunity - Preventing and Reducing Poverty and Disadvantage in Flintshire

3.20 This project focuses on benefit, debt and housing advice; affordable credit, and; financial literacy.   The key focus has been to identify: current benefit, debt and housing advice services in the County provided by the local authority and the voluntary sector; the local and national factors that are and / or will impact on demand for these services, and; opportunities for efficiencies in advice provision. This is of particular significance given the anticipated implications of welfare reform.

3.21 The key drivers of this project include the need to:
- Map the provision of existing benefits advice provision in Flintshire and identify opportunities for efficiencies in advice provision amongst the voluntary sector and its Partners (including the local authority).
- Develop a more strategic, co-ordinated and collaborative approach to planning and delivery of advice services.
- Complement other service development opportunities, for example, Flintshire Connects 'One Stop Shops', Voluntary Sector Efficiencies including Voluntary Sector Funding Principals, Families First including supporting Child Poverty Strategy for Wales, etc.
- Respond and adapt to changes in legislation and funding, in particular the programme of welfare reform.

3.22 The Team working on the project includes the Chief Executive Flintshire Citizens Advice Bureau (FCAB), Lead Officers from each Directorate of Flintshire County Council and the North Wales Financial Inclusion Champion.   The Team is known as the 'Flintshire Advice Management Board' (FAMB) – Core Group.

3.22 The work is being progressed with the aim to present recommendations that will reduce duplication, make better use of resources, improve access to services for the customer and realise cash savings.

3.23 At the LSB meeting in January 2012, four options for the development of this area of work were considered:

- OPTION 1 - Maintain status quo
- OPTION 2 - A 'virtual' team to provide service
- OPTION 3 - A single team to provide service
- OPTION 4 - Commissioning arrangements including potential to outsource

The LSB confirmed its support for building on a combination of both options 2 and 3 with the view that the aim would be to achieve Option 3.

3.24 The focus of the work has been on:

Clearing House Role – Several posts have been brought to the AMB for discussion. It has been agreed that posts would only be considered where advice was a primary responsibility. This remains a developmental area for the AMB.

Framework Strategy – A draft Advice Strategy is being developed.

Partnership Working
- Developing the Single Gateway (Universal Referral Arrangement) Pilot – This commenced on 17th October 2011 and focused on the application forms for Discretionary Housing Payments (DHP). Completed forms are used to identify customers that could benefit from further advice services and a single gateway service applied.

   A review of the pilot is being undertaken prior to it being rolled out further.

- Developing a Single Home Visits Policy - A draft policy is being developed. Detailed process mapping has been undertaken to model different approaches.

- The Advice Network was launched on 20th October 2011. Since then two further network events have been held.

- Information Sharing – An Information Sharing Protocol (ISP) has been developed in line with the Wales Accord for Sharing of Information Protocol (WASPI) to support the work being undertaken to pilot the Single Gateway.

- Discussions with the North Wales Credit Union and All Flintshire Credit Union to identify opportunities for working together have taken place.

Partnership Governance Framework
3.25 The Self Assessment established as part of the Partnership Governance Framework has now been undertaken by all Strategic Partnerships. This

information is being used for the project being undertaken corporately on a Flintshire Self Assessment.

Flintshire LSB Conference

3.26   The first Conference has been scheduled for 21st November 2012. The purpose of this conference will be to show our commitment to these priorities and to celebrate our successes from partnership working.

4.00   RECOMMENDATIONS

4.01   That Cabinet support and endorse the ongoing work of the Local Service Board as outlined in this report.

5.00   FINANCIAL IMPLICATIONS

5.01   There are no financial implications directly associated with this report.

6.00   ANTI POVERTY IMPACT

6.01   There are no anti poverty implications directly associated with this report.

7.00   ENVIRONMENTAL IMPACT

7.01   There are no environmental implications directly associated with this report.

8.00   EQUALITIES IMPACT

8.01   There are no equalities implications directly associated with this report.

9.00   PERSONNEL IMPLICATIONS

9.01   There are no personnel implications directly associated with this report.

10.00   CONSULTATION REQUIRED

10.01   There is no requirement for consultation to be undertaken in relation to this report.

11.00   CONSULTATION UNDERTAKEN

11.01   There was no requirement for consultation to be undertaken in relation to this report.

12.00 APPENDICES

12.01 Appendix A – LSB Priorities.

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

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APPENDIX A –
LSB PRIORITIES

PRIMARY PRIORITIES	SECONDARY PRIORITIES	LINKS TO OTHER PRIORITIES

PRIORITY 1:
Lead by example as employers and Community Leaders

A: Protect and promote the well-being of our employees, volunteers & the community.

B: Support lifelong learning & employability of our employees & volunteers.

C: Improve the education, training & employment prospects for young people up to 25 years of age (ESVP).

PRIORITY 2:
People are safe

A: Address the availability & misuse of alcohol / other substances in our communities.

B: Reduce injuries whether intentional or unintentional.

C: Prevent & manage anti-social behaviour & address environmental crime.

D: Improving Services for vulnerable people with a focus on those suffering domestic abuse, missing people and restorative approaches (ESVP).

PRIORITY 3:
Early and timely coordinated response for vulnerable families and individuals at risk

A: Respond to welfare reform & manage its impacts.

B: Improve the life chances of families, particularly those with complicated and interrelated needs (ESVP).

C: Improve Information sharing to support partnership working, especially for safeguarding, prevention & early intervention.

PRIORITY 4: Partners work effectively together and make the best use of resources available to develop services that meet the needs of the community

A: Ensure integrated approaches to the planning & delivery of services - Team Around the Family, Localities, Transforming Social Services for Adults (TSSA), BCUHB Service Review implications, Housing Support, etc.

B: Promote independent living & well-being (ESVP).

C: Develop & action health & social care improvement priorities for our 3 Localities.

PRIORITY 5:
Organisational environmental practices

A: Ensure that we reduce our carbon footprint.

B: Future proof our business plans to respond to climate change.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**

SUBJECT: **CUSTOMER SERVICES STRATEGY UPDATE**

1.00   **PURPOSE OF REPORT**

1.01   To update Cabinet on the progress made with the implementation of the Customer Services Strategy.

2.00   **BACKGROUND**

2.01   The Customer Services Strategy sets out the vision for improved customer service and access across the Council and a plan for implementation.

3.00   **CONSIDERATIONS**

3.01   **Customer Access Channel Shift**
This is a key project within the Flintshire Futures Programme with the objective of releasing efficiency savings by moving our customers to more cost effective ways of accessing the Council's information and services.

Priority services have been identified and lean reviews were carried out in February 2012 looking at the processes followed for two of these services, Planning and Concessionary Travel. Both reviews identified that access to these services could be improved both via the website and via the new contact centre and the Flintshire Connects centres to come; there were also potential efficiencies to be gained. Further development of the Expert Planning system is underway which will support Flintshire Connects staff to deal with planning services enquiries. It will be a scripted system providing answers to routine questions e.g. "Do I need planning permission?". Once tested and implemented the aim will be to launch a website version which will enable customers to access this on line. Work is also in hand to provide the concessionary travel service from Flintshire Connects centres and then via the website.

Meetings have taken place with all other service areas to discuss current customer contact and how customers are accessing services at present. A prioritised plan for Channel Shift is now being

developed focussing particularly on improving website content and improving on-line services.

3.02 **Use of Social Media and Council "Apps"**

Although the council has a presence on Facebook and Twitter we only use it to publish information. We do not currently allow customers to engage with the Council and services using these technologies. We have seen a huge growth in the use of social media since we published our strategy in 2010, to the extent that there are now 40 million Facebook users in the UK. On top of this we have seen a huge growth in devices such as Smartphones and iPads. Over the past 3 years 700,000 Apple apps have been published. We need to recognise that more and more of our customers are using these technologies on a day to day basis.

Later this year we will publish our first Flintshire App, an innovative facility with Public Protection which will allow reporting by customers directly via Smartphones. However, we need to start using these new technologies across the Council to improve customer access and engagement. Proposals for their use will be incorporated in an updated Strategy to be published early next year. In the mean time it is proposed that we extend the use of social media tools and other new technologies in targeted areas with targeted groups of customers.

3.03 **Website Development**

The Channel Shift project is supported by the procurement of a new web content management system (CMS). The current system has reached its limits in terms of developing a website which can support ambitious channel shift. A new CMS will make it easier to change web content, respond to the level of functionality expected by our customers and drive forward improvements. The procurement of the new CMS is a partnership project with other North Wales councils. Working in collaboration has the advantage of driving down costs, avoiding duplication of procurement related work and enables us to share information and processes with other councils. The procurement is currently in progress with an anticipated selection and contract award scheduled for October.

3.04 Alongside the CMS procurement the Web Development Group continues to meet and the focus has been on gathering information relating to forms used within the Council. The intention is wherever possible to convert these forms into electronic format (e-form) for use on the website offering customers the choice of electronic access to services and improving accessibility. All forms currently being used across the Council are being recorded on a centralised database. Further development will allow e-forms to integrate directly into back office systems removing the need for form content to be rekeyed into systems by administration staff making the transactions more efficient.

3.05 **Face to Face Contact**
The priority for improving face to face customer contact is the Flintshire Connects project. The contractor for the first Flintshire Connects centre in Holywell has been appointed and work has commenced on the refurbishment of the Old Town Hall. The planned opening date for Holywell is week beginning the 22nd October, 2012. The recruitment of Customer Service Advisors for Holywell is now complete and an intensive training programme will commence later this month.

A consultation and engagement plan is being developed with partner organisations particularly North Wales Police who will have a major presence in the Holywell centre. The plan will ensure coordinated engagement with the public, local members, other stakeholders and the media. An Invest to Save bid has been submitted to the Welsh Government jointly with North Wales Police to assist with the funding of Flintshire Connects and we are awaiting a decision on the bid which is expected shortly. If successful any funding received will be fully repayable to the Welsh Government. The intention of the Invest to Save fund is to assist organisations in accelerating change projects. A report will be presented to Cabinet during the next few months for consideration of future Flintshire Connects sites across the County.

3.06 **Complaints**
A new policy for Compliments, Concerns and Complaints was introduced on 1st April, 2012. This introduces a new complaints procedure based on the all Wales Complaints Model issued by Welsh Government. There is very little change to the stages within the process however there will be more focus on lessons learnt from complaints received. The policy is available on the website and new literature will shortly be published.

3.07 **Telephone Contact**
The Streetscene Contact Centre was introduced in March 2012. This happened at the same time as many major changes were being introduced within the Streetscene service and has been a steep learning curve for all staff involved.

Three members of staff who previously worked at the Queensferry Depot were assimilated into Customer Contact Officer posts and staff from other parts of the Council were recruited to the other 3 positions.

All telephone calls that were previously received by the Queensferry, Halkyn and Alltami Depots are now diverted to the Contact Centre (01352 701234). The telephone handling system is a significant improvement on the previous arrangements as all call information can be monitored. This allows weaknesses in call answering times to be detected immediately and additional customer service staff called upon to assist at busy times. Callers no longer hear the engaged tone

and calls are answered in the order they are received. Call recording facilities will be implemented in September which will provide further information on calls and will be available for future training. The information collected will be secure and strict arrangements to maintain confidentiality will be put in place.

The volume of calls that have been received since March outstripped expectations especially during the major operational changes to the waste collection service. The situation has been closely monitored and measures put in place to improve call answer times and quality and timeliness of information available to the contact centre team. As a result improvements have been made in call answering times and in reducing abandoned calls. However, there is still considerable work to improve back office procedures and communication between the Streetscene operational staff and the Contact Centre advisors.

3.08 **Customer Services Training**
The Customer Services Award continues to be rolled out across the Council with parts of the Environment Directorate now nearing completion. The next services to join will be Leisure Services, parts of Community Services and Human Resources.

4.00 RECOMMENDATIONS

4.01 Members note the content of the report and the progress made in implementing the Customer Services Strategy.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly from this report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 Our strategy to move customers from traditional methods of accessing services to web and self service will have a positive environmental impact.

8.00 EQUALITIES IMPACT

8.01 Consideration of all of our customers in terms of their needs is integral to the Customer Service Strategy and related projects.

8.02 The Flintshire County Council Customer Service Award has been designed to accommodate all staff and take account of individual needs.

9.00   PERSONNEL IMPLICATIONS

9.01   None directly from this report.

10.00   CONSULTATION REQUIRED

10.01   Ongoing consultation will be required with our customers and partners in the implementation of the Customer Service Strategy and future customer access improvements.

11.00   CONSULTATION UNDERTAKEN

11.01   Consultation has taken place with our customers in relation to their preferences and levels of satisfaction with services received and access channels.

11.02   Consultation with Welsh Language and Equality groups has been undertaken as part of the Flintshire Connects project.

12.00   APPENDICES

12.01   None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **REGIONAL SCHOOL EFFECTIVENESS AND
                    IMPROVEMENT SERVICE JOINT COMMITTEE**

1.00   **PURPOSE OF REPORT**

1.01   To seek Cabinet approval for the Terms of Reference and Membership of the Joint Committee to be established following the earlier decision to accept the Full Business Case and establish a new Regional School Effectiveness and Improvement Service. .

2.00   **BACKGROUND**

2.01   The six North Wales Local Authorities resolved in March 2012:

        (a) To support and approve the Full Business Case for the establishment of a Regional Schools Effectiveness and Improvement Service by April 2013.
        (b) To support the North Wales Education Programme Board's recommendation that a Joint-committee with a Host Authority be adopted as a model of governance.
        (c) To agree a Host Authority (subsequently Gwynedd Council) for the Regional Service.

2.02   The Chief Executives' Group for the six Local Authorities subsequently approved Gwynedd Council as the Host Authority for the Regional Service.

2.03   Following a detailed options appraisal the recommendation in the Full Business Case was that a governance model based on a Joint Committee / Host Authority approach be adopted. The project plan for establishing the Service is on track.

2.04   The Partnership is to be underpinned by a formal agreement ('Inter Authority Agreement') which gives effect to the decision of March 2012 to establish the Service. The Inter Authority Agreement defines the roles and responsibilities of the Partners and the Hosting Authority as well as governance arrangements. As part of that process the Full Business Case identified an outline structure for the Joint Committee however, the specific details of membership and Terms of Reference were to be the subject of further consideration and work. This report now recommends the formal terms of reference and membership of

the Joint Committee based on the Full Business Case and further Legal advice.

3.00   CONSIDERATIONS

3.01   JOINT COMMITTEE

The   possible membership structure of the Joint Committee was set out in the Business Case together with an acknowledgement that this would need to be further refined. The Full Business Case as accepted also outlined the scope of the proposed service and the function of the Joint Committee within that structure. The Joint Committee will be governed by the Procedure Rules of the Host Authority.

3.02   JOINT COMMITTEE MEMBERSHIP

The proposed membership of the Joint Committee set out below reflects the structure outlined in the Full Business Case. The key change is in relation to the voting rights of the Co-opted members. There is a legal constraint which means that Co-opted members of the Joint Committee may not vote on resolutions*.

The quorum necessary for a Joint Committee meeting shall be five voting (5) members of the Joint Committee. The Agreement will also provide for the attendance of a deputy if required.

Voting Members	Officer Members –Non Voting
6x Education Portfolio Members *one from each NW LA*	6x Statutory Chief Education Officers *one from each NW LA*
Co-opted Non-voting Members*	**Officers in Attendance**
1x Diocesan Representative *nominated from across the Wrexham, St Asaph and Bangor Diocese, on a rotating bi-annual term*	1x Legal Representative from the host authority
1x Primary School Representative 1x Secondary School Representative 1x Special School Representative	1x S151 Representative from the host authority

1x Governor Representative	Other specialists as requested

As provided for in the Full Business Case the RSEIS Schools and Governors User Group would nominate a Secondary, Primary, Special and Governor representative to take the respective seats on the Joint Committee.

3.03 JOINT COMMITTEE TERMS OF REFERENCE AND DELEGATED FUNCTIONS

The Inter Authority Agreement will also define the governance arrangements for the Joint Committee, including its Terms of Reference and Delegated Powers. In doing so it will also identify which matters are specifically reserved to the individual partner authorities to determine. The proposed terms of reference and delegated powers of the Joint Committee are:

  I.   to promote joint working in the delivery of the Service through:
   ▪ facilitating constructive partnership working;
   ▪ engaging with key interested bodies and stakeholders when appropriate; and
   ▪ carrying out such other activities calculated to facilitate, or which are conducive to the successful delivery of the Service; and
 II.   to oversee the management of the Service and ensure that the Service is provided and performs in accordance with the expectations of the Partner Authorities as reflected in the Full Business Case, Inter Authority Agreement and agreed Annual Business and Commissioning Plans;
III.   to approve the budget for the Service on an annual basis';
IV.   to approve the business plan for the Service on an annual basis;
 V.   to monitor and manage the risks associated with the Service;
VI.   to ratify requests from the Service for additional budget funding from individual Councils;
VII.   to approve the staff structure of the Service;
VIII.   to appoint the Chief Officer of the Service;
IX.   to decide on disciplinary action against the Chief Officer; and
 X.   where required, to determine or arrange for the determination of appeals in relation to Human Resources matters.

3.04   The following matters are specifically reserved for individual Cabinet decision:

  I.   approval of inter-Council partnership governance arrangements;

 II.   increase of budget over agreed Council contributions;

III. procuring the necessary audit and assurance checks; and

IV. termination of the Partnership.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:
1. Confirm the establishment of the Joint Committee in accordance with the report.

2. Appoint the Cabinet Member for Education to represent the Authority on the Joint Committee.

3. Approve the Terms of Reference and Delegated functions of the Joint Committee as set out in paragraph 3.03 and 3.04 of the report.

5.00 FINANCIAL IMPLICATIONS
There are no new financial implications arising from this report.

6.00 ANTI POVERTY IMPACT
There are no new anti-poverty implications arising from this report.

7.00 ENVIRONMENTAL IMPACT
There are no new environmental implications arising from this report.

8.00 EQUALITIES IMPACT
There are no new equalities implications arising from this report.

9.00 PERSONNEL IMPLICATIONS
There are no new personnel implications arising from this report.

10.00 CONSULTATION REQUIRED
No additional consultation is required in relation to the governance of the service. Consultation is ongoing in relation to operational and staffing arrangements.

11.00 CONSULTATION UNDERTAKEN
Extensive consultation with stakeholders has been undertaken in relation to the Full Business Case (including Governance) for the service.

12.00 APPENDICES
None

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS
Full Business Case for the Regional School Effectiveness & Improvement Service.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **DEVELOPING THE APPROACH TO FLINTSHIRE'S
                    LOCAL DEVELOPMENT PLAN**

1.00   PURPOSE OF REPORT

1.01   To set out the approach to be taken to preparing the Flintshire Local
        Development Plan (LDP), including the context for the new plan, the
        main themes and requirements of the LDP system, the likely
        timescales involved in preparation, the likely resources required,
        governance of the plan process, and the next steps.

2.00   BACKGROUND

2.01   The requirement for the Council to produce a LDP is set out in Part 6
        of the Planning and Compulsory Purchase Act, 2004 (the Act).
        Procedural requirements are then set out in the Local Development
        Plan Regulations and national policy guidance in relation to the
        preparation of LDPs is set out in *Local Development Plans Wales*
        (2005).

2.02   Supplementary to these core provisions, there is also an LDP Manual
        that provides practical and technical advice on how to prepare an
        LDP, a guidance note written specifically for the public (*Planning Your
        Community*, 2006) and a companion guide to Planning Policy Wales
        which transposes national policy to the new plan system.

2.03   The advice and guidance contained in the above documents will be
        used to shape the content and direction of the LDP in Flintshire, along
        with the input of officers, stakeholders, the public, and Members as
        the decision makers. The way the LDP is prepared in Flintshire will
        also be guided by the experiences of other Authorities who have
        already produced their LDPs or who are further advanced in the
        process.

2.04   The Council has an adopted Unitary Development Plan (UDP) in
        place; but the significance of for the LDP process is two fold. Firstly, it
        was a requirement of the Welsh Government that Flintshire completed
        its UDP, prior to it being allowed to seek commencement of its LDP.
        Secondly, as limited weight will attach to the emerging LDP prior to it
        being examined and found to be sound, the benefit of having up to

date planning policies in an adopted plan are significant in terms of the Council's ability to maintain a plan-led system and make decisions in accordance with it.

2.05   At the meeting of the County Council held on 28th March 2012, Members resolved to write to the Welsh Government to inform them that the Council had completed work on its UDP under the provisions of the Town and Country Planning, 1990, and to seek a Commencement Order to allow preparation of its LDP to begin. Following this, a Commencement Order was made by the National Assembly for Wales on 27th June 2012, which came into force on 2nd July 2012.

2.06   Whilst there is now a clear democratic and professional desire to begin work on an LDP, this has to be balanced by the need to ensure that the process and requirements are fully understood, that the key issues and options for the plan to take account of are identified, what methods of consultation and engagement are to be used, and how the plan is to be successfully delivered.

2.07   Whilst there is clearly a need to make progress, there must also be a commitment to develop a process and programme for the LDP that is robust, realistic, relevant and deliverable.

3.00   **CONSIDERATIONS**

        Context for the LDP
3.01   The LDP is a wholly new type of Development Plan in comparison to the UDP, which presents significant challenges and opportunities for the Council in determining the approach taken to producing the Plan. The Council is very much at the forefront of a new era in community leadership and the LDP is a key component in creating the places in which people want to live, work and invest. In its broadest sense, the LDP will comprise a strategy and an integrated set of policies and site specific proposals as with previous plans. A key feature of the LDP strategy is that it should demonstrate a clear link to the vision of the Community Strategy.

3.02   This requires careful thought and preparation, and the development of a long term vision for the County which sets out the real strategic options for delivery, whether in relation to housing, employment, biodiversity, or infrastructure. This is not just a planning or plan-led vision, but should comprise a more holistic view of the needs and aspirations of the community and of the Council and its partners, which can then be translated (in land use terms) through an LDP which is as much a 'visionary blueprint', as it is a regulatory plan.

3.03   The Community Strategy should provide much of this broader strategic context to inform development of an LDP strategy, and the development of a shared set of aims and objectives will only add to

the robustness and 'soundness' of the eventual plan. Community Plans can also play a role in this process as they give the local dimension and they have the potential to create greater agreement on issues and priorities. However, there does need to be a general recognition that growth and development need to be accommodated in the future, and that improvements to community infrastructure and places in general must go hand in hand with the acceptance that these can only be delivered through new development. This concept of Locality Planning has the potential to feature strongly in the approach to the LDP, and will be developed further for Members consideration.

3.04   Sustainability will also be a key theme of the LDP, expressed in terms of a prudent use of natural resources, a clear understanding of the economic, social and environmental needs of the area, and any constraints on meeting those needs. This will require the creation of a significant and up to date evidence base on which to base this assessment, and also to develop sustainable policies and proposals for the Plan. Whilst some of this information can be gathered in-house, it will also require the commissioning of specialist studies by external consultants in order to provide sound evidence that is robust and defensible. Significant budgetary provision is already in place to facilitate this, but there will be a further requirement for support funding as the LDP process moves forward.

3.05   A key difference to the previous UDP process is that the Act requires an LDP to be subject to independent examination to determine whether it is "sound". National guidance defines criteria on which to test the soundness of an LDP, and an LDP examination therefore is primarily concerned with identifying whether an LDP as submitted is essentially sound or otherwise. If it is then it can be adopted as it stands, if not then an Authority may be given guidance and time to re-consider the elements of the plan that do not make it sound, or in extreme cases the Authority may have no option but to withdraw the plan and go back to the early stages of plan production to begin again.

3.06   Whereas a UDP Inquiry had more scope to consider amendments and additions that would potentially make a plan sound, the Inspector at an examination has limited scope to alter an unsound plan, as it is the responsibility of the local authority to produce a sound plan in the first place. This is a fundamental consideration in that the Council must be sure that the plan it puts forward for examination is sound and sustainable, and is based on a robust and justifiable evidence base. Without this, and given the examination process is an 'all or nothing' assessment of the plan, there is a significant risk of having a plan found to be unsound, if the Council is unable to justify and support with evidence the strategy or policies in its plan. Several authorities have had to withdraw their plans because of this, and there are also issues with another that may also make it vulnerable to withdraw.

3.07   The new system is also designed to ensure that the Council consults with stakeholders and the public as early as possible, and that this consultation is based first on realistic alternatives and only later on the detailed plan.

3.08   **LDP Themes**
The new LDP system aims to achieve the following objectives:

- Informing LDP production through **Sustainability Appraisal**, incorporating **Strategic Environmental Assessment**, and **Habitat Regulations Screening**, to bring together evidence and consider the long-term implications of strategy options and policies in the LDP;
- Basing LDP production on effective **Community Involvement**, to consider a wide range of views, with the aim of building a wide consensus on the strategy and policies for the LDP;
- Ensuring **policy integration** by producing an LDP that is internally consistent and integrated with other main policies and strategies at national, regional and local level;
- Delivering a **faster and more responsive approach** to plan-making, with published timetables for preparation, fewer iterations of the plan before adoption, and regular strategic monitoring;
- Making plans that are more **strategic, concise and distinctive** in setting out a strategy for how an area will develop and change.

3.09   Perhaps most significant in the process to be developed is the need to include a significant degree of community involvement and stakeholder engagement. This requires careful management and coordination in order that it provides an effective input into the Council's decision-making relating to the LDP. As part of the **Delivery Agreement** that is drawn up and agreed with the Welsh Government, the Council must produce a **Community Involvement Scheme** which explains how developers, stakeholders, the public and interested groups can contribute to plan preparation. This will also explain how responses will be treated and how feedback will be given.

Consideration has already been given to the option of working with an independent facilitator on community engagement, and preliminary discussions have already taken place with Planning Aid Wales who offer such a service, and who have recently successfully managed the engagement process for the Brecon Beacons National Park on their LDP. Consideration will also be given to the balance and composition of key stakeholder groups (to include bodies such as Countryside Council for Wales, Environment Agency Wales, Welsh Water, Cadw, Home Builders Federation, local voluntary groups etc.), whose involvement is essential to inform the plan making process.

3.10   The LDP process also aims to be a faster and more responsive approach to plan making, with a **committed timetable** also forming part of the Delivery Agreement. The aim is to speed up and monitor the progress of the plan to avoid a lengthy preparation process that

sees a plan adopted well into its original time frame. That is why significant emphasis is placed on having a strong evidence base to ensure that plans are relevant and up to date. It is also the reason that public engagement is 'front-loaded' in the process in order that concerns can be taken account of at an early stage.

The plan is meant to focus on the main areas of change or protection, rather than be a 'plan for the plan's sake'. The LDP must also be sufficiently flexible such that delivery of its key strategic policies is not jeopardised by changes in circumstances at a later date e.g. the economic recession. As a final point on speed and responsiveness, the **Inspectors' report is binding** in order to facilitate a streamlined adoption process.

3.11 **Likely Timescales for LDP preparation**
The LDP comprises a number of key stages as set out below:

- Preparation of Delivery Agreement
- Collation of a Candidate Sites Register
- Evidence base, vision, sustainability objectives, soundness
- Pre-deposit participation (6 week consultation)
- Deposit Plan (6 week consultation)
- Alternative sites (6 week consultation)
- Examination by independent Inspector- testing its 'soundness'
- Binding Inspectors' report
- Adoption

3.12 Whilst consideration of the form and content of a draft Delivery Agreement has already begun, further work is needed in order to produce a realistic timetable for Members to consider. To assist this process however, an indicative time table is attached as Appendix 1, which sets out a potential timetable for the LDP based on an analysis of the average time other local authorities in Wales have taken to complete each stage in the process.

This suggests a minimum five year process although as said this requires further consideration in the context of Flintshire and the local issues to be addressed. It should be the ambition of the Council to achieve this sort of delivery date for the LDP, if not sooner. A further report will be brought back to Cabinet later in the year referencing a draft Delivery Agreement for consideration.

3.13 This will also be informed by the LDP Process Refinement Exercise currently being undertaken by the Welsh Government. This exercise is examining how effectively the current process has been operated and applied by Authorities carrying out LDPs and when it reports its findings, will assist the Council in taking on board any lessons to be learned from the experiences of others.

3.14 **Resources**
The Planning Policy team is fully staffed and the need to properly

resource the preparation of the LDP has been taken into account as part of the Service Review of Planning, and the development of a new staffing structure. Part of the approach to producing the LDP will also involve other staff within Planning, with for example, a requirement for Development Management staff to have a much more significant role in the process than previously with the UDP.

3.15 Strategically, a corporate officer group will also need to be established in order to ensure that all relevant service and partnership interests relevant to the LDP have an opportunity to participate in the plan process.

3.16 For the overall costs of the LDP process, an assessment is underway of the likely costs of the process based on the experiences of other authorities. This information will be used to help forward plan the budgetary requirements associated with the LDP which have the potential to be a significant cost to the authority.

3.17 **Governance**
The LDP is first and foremost the Council's plan and Members are the decision makers in that process. As the Plan is an expression of Council policy there will be a role for both the Cabinet and County Council at key stages in the process. It is important to re-emphasise here that these decisions must be based on sound evidence, and there must also be a clear audit trail as to how the views of the public and stakeholders have been taken into account as part of the process.

3.18 In terms of guiding the progress of the Plan, there has previously been a Development Plans Panel (DPP) of Members who considered both the draft content of the UDP and recommended on to the Council accordingly, and in the same vein, considered representations made on the plan and the recommended responses to those. However, in earlier stages of the UDP this panel comprised over 20 Members which did not at times make for effective progress at the strategic level required. In later stages of the UDP, this Panel was reconvened along the lines and membership of the Planning Protocol Working Group (PPWG), and in this format worked much more strategically and consistently. It would seem to make sense to consider establishing a **Planning Strategy Panel** to consider the LDP, by merging the former DPP and PPWG into one, within terms of reference to be agreed by Cabinet in due course.

3.19 **Next Steps**
Prior to finalising the Delivery Agreement with Welsh Government, there are a number of things to consider in developing the Council's approach to the LDP, which derive from the discussion above. These are summarised in the schedule in appendix 2 of this report and will form the immediate work programme for making progress with the plan.

4.00   RECOMMENDATIONS

4.01   That Members note the contents of this report, and endorse the actions that are necessary to carry out the next steps set out in appendix 2 of this report.

5.00   FINANCIAL IMPLICATIONS

5.01   There are significant financial implications for the Council in relation to the total costs of preparing the LDP. Other Authorities in Wales have quoted total costs amounting to between £1m and £2m. An assessment is currently underway to determine the likely costs involved in order to advise the Council and make budgetary provision as early as possible in the process. A total of £450,000 from Directorate Balances of £325,000 and 2012/13 budget provision of £125,000 is already set aside to cover the initial phases of the process and in particular the need to develop the evidence base to support plan making. The residual funding will be required on a planned basis over a 5 year period.

6.00   ANTI POVERTY IMPACT

None

7.00   ENVIRONMENTAL IMPACT

7.01   It is a requirement of the LDP process that a Sustainability Appraisal and Strategic Environmental Assessment is carried out as an integral part of the process of preparing the plan. This will assess the impacts of the plan and allow the plan to be adjusted in order to lessen any impacts identified.

8.00   EQUALITIES IMPACT

None

9.00   PERSONNEL IMPLICATIONS

9.01   There are no immediate personnel issues arising but the Council will need to employ a Programme Officer to assist with co-ordinating the Examination stage of the plan process, which could either be done via an external appointment or by offering a secondment opportunity to a suitably qualified person within the Council.

10.00   CONSULTATION REQUIRED

10.01   There are a number of consultation stages within the LDP process which will be identified and timetabled within the Delivery agreement when produced and finalised.

11.00   CONSULTATION UNDERTAKEN

11.01   None to date

12.00   APPENDICES
12.01   Appendix 1 Illustrative timetable for LDP preparation
         Appendix 2 Schedule of immediate next steps

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

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Appendix 1

Flintshire Local Development Plan 2012-2027
Draft Illustrative TIMETABLE

	Step in the preparation process	Timetable
Definitive Timetable		
1.	Preparing and publishing the final Delivery Agreement (*Regulation 5-10*)	**AUTUMN 2012**
2.	Review and develop the evidence base	**ONGOING**
3.	Pre-deposit participation – preparing the pre-deposit documents that will outline the main aims and preferred strategy (*Regulation 14*). This will not be the full draft of the LDP	**SPRING 2013**
4.	Pre-deposit Consultation – a period of 6 weeks (*Regulation 15*) Formal consultation on the pre-deposit documents and the Sustainability Appraisal Report	**APR 2014**
5.	Participation – developing the evidence base further and preparing the Pre-Deposit LDP (full draft plan) based on the evidence base that includes the response received to the pre-deposit documents.	
6.	Placing the LDP and associated documents on deposit – consultation period of 6 weeks (*Regulation 17*)	**JUL 2015**
Indicative Timetable		
7.	Considering observations on the Deposit LDP (Regulation 18 & 19)	**JUL 2015 – JAN 2016**
8.	Publishing observations regarding alternative sites and consultations upon them – a period of 6 weeks (Regulations 20 & 21)	**JAN 2016**
9.	Submitting the LDP to the Government for Examination (Regulation 22)	**JUL 2016**
10.	Independent Public Examination (Regulation 23)	**NOV 2016**
11.	Publishing the Inspector's Report (Regulation 24)	**AUG 2017**
12.	Adopting the LDP (Regulation 25)	**SEPT 2017**
13.	Monitoring and Reviewing	**Annual report**

Appendix 2

KEY CONSIDERATIONS AND TIMELINE

Prior to finalizing the Delivery Agreement with Welsh Government, there are a number of things to consider in developing our approach to the LDP which include:

	ISSUE	DATE
1.	Seek Commencement Order from WG	Done – May 2012
2.	Format for Member Involvement – Development Plans Panel OR Planning Protocol Working Group?	Part of further paper to Cabinet (see point 3.00)
3.	Approach to Community Engagement? Build on presentation to County Forum and develop links with independent Facilitator e.g. Planning Aid Wales. Also composition of stakeholder groups.	Part of further paper to Cabinet (see point 3.00)
4.	Paper to Cabinet on approach to LDP and Key Issues	September 2012
5.	Establish new 'Panel' to steer development of Delivery Agreement Establish strategic Officer Working Group to feed into work of the 'Panel'	Autumn 2012
6.	Member Briefing and Awareness session – involving reps from Planning Inspectorate, WG, neighbouring authorities	Autumn 2012
7.	Take account of lessons learned from others: Guidance from PINS Wrexham Inspector's findings Denbighshire Inspector's findings Document from Cardiff, Caerphilly, Rhondda, Merthyr Welsh Government LDP Process Refinement Exercise	Ongoing
8.	Explore options for joint working/procurement with neighbouring authorities	Ongoing
9.	Understand the strategic context for the LDP: Review of Evidence Base Review of County Vision Development of Issues and Options Members Visioning Exercise Engagement with community and stakeholders	End 2012
10.	Produce, consult on, and agree Delivery agreement with WG	Autumn/End 2012
11.	Reviewing resource and budget implications of making the Plan	Ongoing

12.	Procurement of background studies and back office system	Ongoing

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 18 SEPTEMBER 2012

REPORT BY: CHIEF EXECUTIVE

SUBJECT: QUARTER 1 PERFORMANCE REVIEW 2012/13

1.00   PURPOSE OF REPORT

1.01   To receive the 2012/13 Quarter 1 service performance reports produced at Divisional level for the period April to June 2012.

1.02   To note the following within the performance reports: -

- the levels of confidence for the Council's Improvement;

- the update on the Strategic Assessment of Risks and Challenges (SARC);

- the progress being made against the Improvement Target Action Plans;

- the progress made against the service plans; and

- the assessment of any regulatory reports.

2.00   BACKGROUND

2.01   The quarterly performance reports seek to provide the 'narrative' explanation of the statistical quarterly performance. These reports are a review of service plans.

3.00   CONSIDERATIONS

3.01   Quarterly performance reports are prepared by the Heads of Service within the three Directorates and by the Corporate Heads of Service.

3.02   Copies of the detailed Quarter 1 (April to June 2012) performance reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview and Scrutiny Committee agendas.

3.03   **Improvement Priorities**
        Appendix 1 of the report contains an overall RAG status for each of the 10 Council Priorities and identifies the RAG status for the 63 secondary priorities for both 'progress' and 'outcome'.

3.04   The secondary priorities have high level actions, milestones and
        targets which can be monitored over time. 'Progress' monitors
        progress against scheduled activity and has been categorised as
        follows: -

        • RED: Limited Progress – delay in scheduled activity; not on
          track

        • AMBER: Satisfactory Progress – some delay in scheduled
          activity, but broadly on track

        • GREEN: Good Progress – activities completed on schedule, on
          track

        A RAG status is also given as an assessment of our level of
        confidence at this point in time in achieving the 'outcome(s)' for each
        secondary priority. Outcome has been categorised as: -

        • RED: Low – lower level of confidence in the achievement of the
          outcome(s)

        • AMBER: Medium – uncertain level of confidence in the
          achievement of the outcome(s)

        • GREEN: High – full confidence in the achievement of the
          outcome(s)

3.05   In summary our overall assessment against the secondary priorities
        is: -

        PROGRESS
        • We are making good (green) progress in 32 (51%) of the
          priorities.

        • We are making satisfactory (amber) progress in 31 (49%) of
          the priorities.

        OUTCOME
        • We have a high (green) level of confidence in the achievement
          of 46 (73%) of our priority outcomes.

        • We have a medium (amber) level of confidence in the
          achievement of 17 (27%) of our priority outcomes.

3.06   **Improvement Targets**
        Appendix 2 of the report contains a schedule of all the Improvement
        Targets which are reported on a quarterly basis.

3.07   Reporting against the Improvement Target Action Plans is also
        included within the performance reports.

3.08   Analysis of performance against the Improvement Targets is

undertaken using a RAG (Red, Amber, Green) status, which is defined as follows: -

- RED - Target missed

- AMBER - Target missed but within an acceptable level

- GREEN - Target achieved or exceeded

3.09   Analysis was undertaken for 22 of the 23 Improvement Targets reported quarterly, which showed the following: -

- 11 (50%) had achieved a green RAG status

- 8 (36%) had an amber RAG status

- 3 (14%) had a red RAG status

Analysis could not be undertaken for PSR/006L (The average number of calendar days taken to deliver low cost adaptation works under £500 in private dwellings where the disabled facilities grant is not used) as this is a new local definition. Baseline performance will be established during 2012/13 and this will inform the target for 2013/14.

3.10   The 3 indicators which showed a red RAG status are as follows: -

- (CFH/006) The percentage of undisputed invoices which were paid in 30 days – outturn figure 86.5%, target 95%

- (HLS/010cL) The average number of calendar days taken to complete non-urgent repairs – outturn figure 82.16 days, target 35 days

- (PLA/005) The percentage of enforcement cases resolved during the quarter within 12 weeks of receipt – outturn figure 62.59%, target 75%

3.11   The key points of note on these PIs are: -

- 86.5% of undisputed invoices were paid within 30 days during quarter 1. Whilst this performance was disappointing and fell short of the target, it is an improvement on the performance for quarter 4 (2011/12) which was lower at 80.61%.

- Work to address the backlog of non-urgent housing repairs will be complete in August. Whilst the backlog has caused a dip in performance for quarter 1, a significant improvement is expected to be reported from quarter 3.

- 62.59% of enforcement cases were resolved within 12 weeks during quarter 1 which is a downturn in performance when compared to that of the previous quarter. The performance is a reflection of the relatively low number of cases resolved in June (24), many of them being long standing cases.

3.12   A further analysis of the Improvement Targets has been undertaken which examines the number of indicators for which performance had improved when compared to the previous quarter (quarter 4 2011/12) and the number that achieved target: -

- 13 (57%) improved on the previous year's performance
- 2 (7%) maintained performance which remained at 100%
- 11 (50%) achieved or exceeded target

3.13   **Strategic Assessment of Risks & Challenges (SARC)**
Each quarterly performance report contains an update of the relevant strategic risks and challenges. A summary position for the quarter can be found at Appendix 3.

3.14   Analysis of the quarter 1 SARC shows that out of the 51 risks currently identified: -

- 4 (8%) are high (red)
- 39 (76%) are medium (amber)
- 8 (16%) are low (green)

3.15   The 4 high (red) risks are: -

- CD10a – Leisure Revenue Funding
- CD20 – School Buildings / School Modernisation
- CD38 – Welfare Reform
- CG23 – Data Protection

3.16   **CD10a - Leisure - Strategy Review**

The in-year deficit for Leisure Services in 2011/12 was £392,000 and this has grown in 2012/13. The causes are fluctuations in income both temporary through centre closures for refurbishment and the early stages of new service offerings in the refurbished centres and in income trends; the base budget being out of alignment with overhead costs; unrealised recommended service efficiency options. An urgent budget recovery plan is being devised to arrest the growth in the total deficit.

3.17   **CD20 - School/Buildings/School Modernisation - Condition, suitability and sufficiency of education assets**

Despite previous increases in the repair and maintenance budget, a significant backlog of repairs exists. The pressure on the limited annual budget is continuous with a large and aging building stock.

Repairs expenditure is prioritised and this is a long term risk. Therefore the risk status has been evaluated as high (red). Positive progress on the primary and secondary school modernisation programmes will have some impact.

3.18   **CD38 - Welfare Reform – changes resulting from the Welfare Reform Act**

The UK level Welfare Reforms pose major risks for income and debt collection rates, cost pressures on Council services for the vulnerable and poverty impacts within communities. The risk is evaluated as red for 2012-2015.

The new local Programme Board is aiming to mitigate the impacts on the Council and Flintshire as far as the risks can reasonably be managed by local government and its partners in any locality. The Council is working with Welsh Government and UK national bodies to help evaluate the risks and propose ways of easing the transition from the current system to the reformed system e.g. the direct payments system under Universal Credit and the operation of the Social Fund for crisis support.

Budget pressures for 2012-13 such as a reduction in Council Tax collection rates post benefit subsidy reduction, demand for welfare advisory services and services to the vulnerable are being risk assesses as part of the early budget planning process.

3.19   **CG23 - Data Protection**

The risk of a breach of the Data Protection Act by the Council is identified as a red risk in SARC as with many public bodies. This rating is subject to review given systems and controls in place. The Data Protection Team has recently updated the Council's Data Protection Policy and Statement of Practice to include recommendations on data protection training contained in this year's data protection internal audit. Arrangements have also been made for Member training on data protection in the autumn.   Workforce awareness has been increased through internal communications.

4.00   RECOMMENDATIONS

4.01   That Cabinet consider the 2012/13 quarter 1 performance reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

4.02   To note the performance reports.

5.00   FINANCIAL IMPLICATIONS

5.01   All financial implications are identified within the individual
        performance reports.

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   Overview & Scrutiny committees receive quarterly reports for all
        relevant indicators as part of their regular considerations.

11.00   CONSULTATION UNDERTAKEN

11.01   All Directorates have been consulted with regarding the reporting of
        relevant information.

12.00   APPENDICES

12.01   Appendix 1 – Overall Assessment of Improvement Priorities

        Appendix 2 – Schedule of Improvement Target Performance Data

        Appendix 3 – Strategic Assessment of Risks & Challenges Summary

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

Contact Officer: Vicki Robarts
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IMPROVEMENT PRIORITIES Q1 REVIEW 2012/13

Council Priority	PROGRESS	Secondary Priorities			OUTCOME	Secondary Priorities		
		GREEN (GOOD)	AMBER (SATIS-FACTORY)	RED (LIMITED)		GREEN (HIGH)	AMBER (MEDIUM)	RED (LOW)
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	SATIS-FACTORY	2	4	0	HIGH	4	2	0
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	GOOD	2	0	0	MEDIUM	1	1	0
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	SATIS-FACTORY	1	2	0	MEDIUM	1	2	0
4. To achieve the highest standards of customer services and care through our Customer Service Strategy	GOOD	2	1	0	HIGH	3	0	0
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	GOOD	6	4	0	HIGH	8	2	0
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	8	3	0	HIGH	7	4	0
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	GOOD	5	4	0	HIGH	7	2	0
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	SATIS-FACTORY	2	4	0	HIGH	4	2	0
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	SATIS-FACTORY	0	7	0	HIGH	5	2	0
10. To protect, plan and develop sustainable natural and built environments	GOOD	4	2	0	HIGH	6	0	0
TOTALS	PROGRESS	32	31	0	OUTCOME	46	17	0
%		51%	49%	0%		73%	27%	0%

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Ref:	Previous Quarter Outturn	Current Quarter Outturn	Target	RAG	Trend (on previous Quarter)	Comment	Owner
FINANCE							
CFH 006 - The percentage of undisputed invoices which were paid in 30 days	80.61%	**86.5**	95.00	Red	Improved	At 86.5%, Q1 performance was disappointing and fell short of the challenging target of 95% that has been set for this year, although an improvement on performance in Q4 2011/12 which was lower at 80.61%.	Debbie Griffiths
DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	13.72	**16.06**	18.00	Green	Downturned	We are working towards further improvement. We are slightly under the new target but this is due to further increased workloads. We are continually reviewing processes and have rolled out the next stage of "claim in a day" We aim to get back on target during August.	Sian Peters
DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	3.37	**9.11**	9.00	Amber	Downturned	We are working towards further improvement. Currently slightly under the new target we are striving to refine our processes. We have introduced further automation of some processes but workloads continue to increase significantly. We have added extra resource and hope to get back on target during August and then overall in Quarter 2.	Sian Peters
HUMAN RESOURCES							
CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	3.21	**2.67**	2.30	Amber	Improved	There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.	Helen Stappleton
CUSTOMER SERVICES							
CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	77.9	**66.38**	80.00	Amber	Downturned	In relation to complaints dealt with within 10 working days across the Council as a whole, the overall performance for quarter one has decreased by 8% compared to the last quarter The number of complaints received in quarter one has increased by 14% compared to the previous quarter	Denise Naylor
HOUSING							
HLS 006aL - The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in: Permanent accommodation	95.51%	**96.29**	86.00	Green	Improved	It is disappointing to see that the Q1 performance of 82.45% shows a decrease in performance when compared to the Q1 10/11 figure of 85.44%.This decrease in performance can be attributed to two reasons. The first reason being that the level of both current (£1.04m) and former tenant rent arrears (£343k) which were carried over at the 2011/12 year end were higher than anticipated and both of these figures affect the Q1 performance figure reported for 2012/13.The level of former tenant rent arrears carried over at the 2011/12 year end of £343k effectively means that this figure carries forward for the Q1-Q4 calculations, as it is added to the rent that is due for the whole year. This in affect means that we have more rent due for 2012/13.The second reason is that the Direct Debit run for the 1st of the month fell into week 14, rather than week 13 (which would have been within the Q1 calculations. As a result a further approx. £100k in Direct Debit payments are not included in the Q1 figures shown above.	Brett Sadler

HLS 010cL - The average number.of calendar days taken to complete non-urgent repairs	56.42	**82.16**	35.00	**Red**	Downturned	Work to address the backlog of repairs will be complete in August but this has caused a dip in the performance this quarter as many of the very old tickets have been actioned. A significant improvement will be reported from quarter 3.	Clare Budden
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.	2.32%	**2.20**	2.00	**Amber**	Improved	It is again pleasing to note that the quarter 1 performance shows an improvement against last years quarterly figures.The Q1 performance of 2.20% rent loss is an improvement on both the Q1 11/12 figure of 2.87% and the Q4 11/12 figure of 2.32%.	Brett Sadler
HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	51.59	**44.1**	42.00	**Amber**	Improved	It is pleasing to note that the overall figure for the turnover on day to day voids has again improved from Q4 to Q1 by over 7 days, down to 44.10, which is a significant reduction from the Q4 performance and takes the performance very close to the target set at the beginning of the year of 42 days.	Brett Sadler

PLANNING

PLA 004a - The percentage of major planning applications determined during the quarter within 13 weeks	15.38%	**50.00**	39.00	**Green**	Improved	The outturn figure (50%) is a significant improvement on Q4 (15.38%) and exceeds the current target. This indicator is, however, sensitive to being influenced by individual cases because of the low denominator (only eight major applications determined within the quarter, four of which were within the 13 weeks).	Glyn P Jones
PLA 004b - The percentage of minor planning applications determined during the quarter within 8 weeks	42.31%	**50.00**	65.00	**Amber**	Improved	Performance has improved but remains short of the target. Performance within this category has been influenced by a number of diverse factors, including the disruption to the schedule of Chairman's Delegation Panel meetings in the run up and in the aftermath to the local government elections.	Glyn P Jones
PLA 005 - The percentage of enforcement cases resolved during the quarter within 12 weeks of receipt	77.61%	**62.59**	75.00	**Red**	Downturned	Performance has fallen in relation to the previous quarter and the target. Again, this is influenced by the relatively low number of cases resolved in June (24), many of them being long standing cases, which adversely affected the figure for the quarter.	Glyn P Jones

ADAPTATIONS

PSR 006L - The average number of calendar days taken to deliver low cost adaptation works (under £500) in private dwellings where the disabled facilities grant is not used	30.34	**29.24**	N/A	**N/A**	Improved	This improvement target uses a new local definition, hence a baseline will be established during 2012/2013.	Maureen Mullaney
PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	283	**345.33**	350.00	**Green**	Downturned	Time taken to complete a DFG in Q1 is within our target.	Carol Salmon
PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	374.03	**393.21**	400.00	**Green**	Downturned	Time taken to complete a DFG in Q1 is within our target.	Maureen Mullaney

SOCIAL CARE FOR ADULTS

IA1.1L4 - The number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	177	**211.00**	170.00	**Green**	Improved	An infrastructure is now in place to support a larger number of Direct Payment users.	Jo Taylor

SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	78.90%	80.99	60.00	Green	Improved	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. This is in accordance with guidance. Performance continues to improve.	Maureen Mullaney
SOCIAL CARE FOR CHILDREN							
SCC 021 -The percentage of looked after children reviews carried out within statutory timescales during the year	84.30%	90.82	92.00	Amber	Improved	Due to long term staff sickness in this quarter there was an impact on performance and the ability to complete reviews within timescales (7 of the 9 reviews). However, capacity has been restored with two temporary appointments (in May). Two reviews were postponed because of the childs' circumstances.	Carol Salmon
SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	86.34%	94.65	93.00	Green	Improved	Continue to measure the impact of increasing capacity within CYAST and the flagging system for due dates of forthcoming visits on a quarterly basis, and raise at Social Services for Children Senior Management Team if remedial action is required.	Carol Salmon
SCC 030a - The percentage of young carers known to Social Services who were assessed.	100%	100.00	75.00	Green	Maintained	Good performance has been maintained but in order to further improve the identification and support given to young carers we are looking to develop a consistent young carers assessment for Social Services for Adults / Social Services for Children & Barnardo's during 2012/13. It is anticipated that the reinvigoration of the Young Carers Subgroup membership will drive this forward.	Carol Salmon
SCC 030b - The percentage of young carers known to Social Services who were provided with a service	100%	100.00	85.00	Green	Maintained		Carol Salmon
SCC 034 - The percentage of child protection reviews carried out within statutory timescales during the year	100%	96.30	97.00	Amber	Downturned	The dip in performance was due to one family of 3 siblings who failed to attend their review, and there was insufficient time in the diary to reconvene the review within timescales. The family subsequently moved out of the area.	Carol Salmon
SCY 001a - 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	7.94%	17.86	8.00	Green	Improved	To continue to liaise closely with schools to ensure that young people within the criminal justice system maintain or improve educational opportunities.	Carol Salmon

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Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

Risk Reference	Risk Title	2012-2013					
		Q1	Q2	Q3	Q4	Q1	
Risk Reference	**Community Leadership**	June 11	Sept 11	Dec 11	Mar 12	June 12	**Predictive Green/Amber**
CL04	Affordable Housing	A	A	A	A	A	SEP 2012
CL05	Social Care For Older People	A	A	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	A	A	A	A	APR 2013
CL08	Climate Change & Flood Risk Management	A		A	A	A	TBC
CL09	Economic Regeneration	A	A	A	A	A	TBC
CL10	County Town Network Regeneration & Protection	G	G	G	G	G	FEB 2011
CL11	Integrated and Public Transport Infrastructure (External)	A	A	A	A	A	DEC 2013
CL12	Skills Needs of Employers	A	A	G	G	G	OCT 2011
CL14	North Wales Regional Waste Treatment Partnership	A		A	A	A	2016/17
CL15	Clwyd Theatr Cymru (CTC)	A	A	A	A	A	JUL 2012
Risk Reference	**Council Delivery**	June 11	Sept 11	Dec 11	Mar 12	June 12	**Predictive Green/Amber**
CD02	Streetscene	A	A	A	A	A	DEC 2012
CD03	Transistion from UDP to LDP	A	A	G	G	A	SEPT 2017
CD04	Planning Protocol	G	G	G	G	G	MAR 2012
CD05	Highways Infrastructure	A	A	A	A	A	TBC
CD06	Transport Arrangments For Service Users	A	A	A	A	A	DEC 2013
CD07	Depot Provision	A	A	A	A	A	DEC 2014
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	A	MAR 2020
CD10a	Leisure - Revenue Funding		R	R	R	R	TBC
CD10b	Leisure - Capital Projects		A	A	A	A	TBC
CD10c	Leisure - Play Strategy		A	A	A	A	TBC
CD12a	Housing Strategy	A	A	A	A	A	TBC
CD12b	Housing Management	A	A	A	A	A	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	A	APR 2013
CD12d	Homelessness	A	A	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	A	A	NOV 2013
CD14	Housing Ballot	A	A	A	G	G	MAR 2012
CD19	Gypsies and Travellers	A	A	A	A	A	TBC
CD20	School Buildings/School modernisation	R		R	R	R	2018
CD22	School Improvement - Regional Project		A	A	A	A	APR 2013
CD23	Procurement of Independent Sector placements for looked after children	A	A	A	A	A	TBC
CD26	Disabled Facilities Grants	A	A	A	A	A	MAR 2013
CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A	A	A	2016/17
CD27c	Waste Management Operations	A	A	A	A	A	2016/17
CD27d	Waste Management (AD Waste)	G	G	G	G	G	SEP 2011
CD34	Severe Winter Weather	A	A	A	A	A	TBC
CD37	Food Waste Treatment Project			A	A	G	APR 2014
CD38	Welfare Reform				R	R	TBC
Risk Reference	**Council Governance**	June 11	Sept 11	Dec 11	Mar 12	June 12	**Predictive Green/Amber**
CG05a	Asset Management - Strategic	A	A	A	A	A	2015/16
CG05b	Asset Rationalisation		A	A	A	A	2015/16
CG06	Medium Term Financial Strategy	A	A	A	A	A	TBC
CG07	Financial Management and Control	A	A	A	A	A	TBC
CG08	ICT Strategy	A	A	G	G	G	ACHIEVED & MAINTAINED
CG09	Information Governance	A	A	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	A	A	NOV 2012
CG11	Single Status and Terms and Conditions of Employment	A	A	A	A	A	NOV 2012
CG13	Customer Focus	G	G	G	G	G	ACHIEVED & MAINTAINED
CG16	Workforce and Succession Planning	A	A	A	A	A	NOV 2012
CG18	Procurement	A		A	A	A	MAR 2013
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	A	APR 2013
CG22	Flintshire Futures		A	A	A	A	MAR 2013
CG23	Data Protection				R	R	TBC

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 SEPTEMBER 2012

REPORT BY: CHIEF EXECUTIVE

SUBJECT: WELSH LANGUAGE ANNUAL MONITORING REPORT 2011-12

1.00   PURPOSE OF REPORT

        To present to members the Council's Welsh Language Scheme Annual
        Monitoring Report 2011-12, for endorsement prior to formal submission of
        the report to the Welsh Language Commissioner (WLC).

2.00   BACKGROUND

2.01   Flintshire County Council has adopted the principle that in the conduct of
        public business and the administration of justice in Wales it will treat the
        Welsh and English languages on a basis of equality. The Council's Welsh
        Language Scheme, which was prepared under the Welsh Language Act
        1993, sets out how the Council will give effect to that principle when
        providing services to the public in Wales, and in the conduct of its internal
        business. The Welsh Language Scheme is both a statutory Scheme and a
        corporate policy document on bilingualism.

2.02   The Council has made a public commitment to monitor and review the
        implementation of its Welsh Language Scheme and to report annually to the
        Council's Executive and to the Welsh Language Board (WLC) on its
        performance.   This report covers the period 1 April 2011 to 31 March 2012.

2.03   For the purpose of preparing this report the Council has adhered to the
        reporting framework provided by the WLC's predecessor, i.e. the Welsh
        Language Board (WLB). The reporting framework includes monitoring the
        Council's performance against 5 prescribed WLB performance indicators. It
        should be noted that the Council has made representations to the WLB over
        the definitions and clarity of these indicators which do not readily allow for
        precise measurement of performance progress.

2.04   The Chief Executive has overall responsibility for the Scheme and for
        ensuring compliance with it.

2.05   In May 2012 the Welsh Language Commissioner published a consultation on
        'Standards and the Welsh Language'. The aim of this consultation was to
        provide an opportunity for anyone to state their opinion on the Standards.

The standards related to:

- Service delivery
- Policy Making
- Operational activities
- Promotion
- Record keeping

2.06   The Welsh Language Commissioner will, in the autumn, publish a report providing a summary of all responses received to this consultation. The recommendations will be presented to Cabinet upon publication of the report with an overview of potential resource implications and associated actions to mitigate risk.

3.00   **CONSIDERATIONS**

3.01   The Welsh Language Scheme Monitoring Report 2011-12 shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met. The Council has identified a range of Scheme commitments that require prioritised attention. These have been included in a revised Welsh Language Scheme Action Plan for implementation during the period 2012-14.

3.02   In order to ensure continuous improvement, every service has assessed its compliance with Welsh Language Scheme requirements. Where improvements are required, services will include actions in their service plans. Progress against identified improvement actions in quarterly performance reports, from April 2013.

3.03   There are signs of substantial improvement in relation to integrating Welsh Language Scheme requirements within the Council's procurement arrangements. In 2010-11, monitoring of a sample of contracts revealed that only 25% complied with the requirements of the Council's Welsh Language Scheme. In 2011-12, 58% of a sample of contracts complied with the Welsh Language Scheme.

3.04   The Council continues to work to seek to meet the Welsh language needs of young people. Although the Council currently has no specific Welsh Language Youth Support provision, it has very positive partnership arrangements with Menter Iaith Sir y Flint and Urdd Gobaith Cymru who work closely with the Children and Young People's Partnership to widen opportunities. It should be noted that the Welsh Education Strategic Plan has been approved by the Cabinet, however, this falls outside the scope of the Welsh Language Scheme.

3.05   The Council received more complaints / comments in 2011-12 (9) compared to 2010-11 (3). However, the number and percentage of complaints dealt with in accordance with the corporate standards was higher in 2011-12, both in terms of type of response and overall. There are early indications that the

number of complaints is continuing to increase, with 12 complaints received during the first quarter of 2012-13. These complaints related to lack of bilingual communication or service provision, and a small number of technical issues.

3.06   Further work is required to increase the number of bilingual employees so that the Council can meet its statutory obligation to deliver services in Welsh to the public. The 2011-12 report shows that the Council needs to work to recruit Welsh speakers to posts that have direct contact with service users noting that our cross-border recruitment catchment area does not limit the pool of bilingual recruits which is available. The report also highlights that the Council is providing Welsh language training to a substantial number of employees (122). However, the majority of employees coming forward to learn Welsh do so because of their interest in learning Welsh, rather than as a result of an identified service need or training needs analysis.

3.07   There are further opportunities to take a strategic approach to Welsh language training with a commitment to targeting training more as an organisational objective. This supports the aims of our Welsh Language Skills Strategy.

4.00   RECOMMENDATIONS

4.01   To present to members the Council's Welsh Language Scheme Annual Monitoring Report 2011-12 for endorsement prior to formal submission of the report to the Welsh Language Commissioner.

5.00   FINANCIAL IMPLICATIONS

5.01   The costs of implementing the Welsh Language Scheme, e.g. translation, are currently met from individual directorate budgets. There could potentially be some additional costs around the Language Awareness Training and the Monitoring Arrangements of the plan. A council wide budget risk has been identified as part of the 2013/14 budget process because of the likely impact of the Welsh Language Measure. The value of this pressure is not quantifiable at this time.

6.00   ANTI POVERTY IMPACT

None.

7.00   ENVIRONMENTAL IMPACT

None.

8.00 **EQUALITIES IMPACT**

The Welsh Language Scheme is an important element of the Council's overall commitment to the principle of equality in all aspects of its business.

9.00 **PERSONNEL IMPLICATIONS**

There are no direct personnel implications associated with this report. However, the effective implementation of the Welsh Language Scheme is dependent on staff having an awareness of the Scheme, an understanding of how the Scheme impacts on their posts, and the relevant language skills to deliver services in Welsh and English according to customer needs/preference.

10.00 **CONSULTATION REQUIRED**

None required.

11.00 **CONSULTATION UNDERTAKEN**

None required.

12.00 **APPENDICES**

12.01   Appendix A - Welsh Language Scheme Monitoring Report 2011-12.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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APPENDIX A

Welsh Language Scheme Monitoring Report 2011-12

August 2012

1.   Introduction

1.1   Flintshire County Council has adopted the principle that in the conduct of public business and the administration of justice in Wales it will treat the Welsh and English languages on a basis of equality. The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will give effect to that principle when providing services to the public in Wales, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism.

1.2   The Council has made a public commitment to monitor and review the implementation of its Welsh Language Scheme and to report annually to the Council's Executive and to the Welsh Language Board on its performance. This report focuses on the period 1 April 2011 to 31 March 2012.

1.3   For the purpose of preparing this report the Council's has adhered to the Welsh Language Board's reporting framework.

1.4   The Chief Executive has overall responsibility for putting the Scheme into practice and for ensuring compliance with it.

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2.   Compliance with Welsh Language Scheme targets and timetable

See Appendix 1.

The Council approved a revised Welsh Language Scheme Implementation Plan in March 2012, which was subsequently formally approved by the Welsh Language Board (Appendix 2). Appendix 1 indicates the original actions included in the new Implementation Plan and the relevant target dates.

3.   Welsh language front line services

3.1   Youth Support Services

The Welsh Language Board has asked Local Authorities to respond to the following questions in this monitoring report:

Welsh language / bilingual provision:
To what extent does the Welsh-medium provision meet the needs of young people? What shortcomings and further needs have been identified? To what extent does the work of bodies such as the Urdd, Mentrau Iaith and Young Farmers Clubs where appropriate meet the needs within the authority?

We have no specific Welsh Language Youth Support provision; however, we have a very positive partnership arrangement with Menter Iaith Sir y Flint (MISFf) and Urdd Gobaith Cymru (the Urdd) who work closely with the Children and Young People's Partnership (CYPP) to widen opportunities. This has included the successful application by the Urdd and MISFf to the Youth Support Revenue Grant fund once again in 2012 which has just been appointed to in July 2012. The previous post holder has moved on to train as a Welsh Language teacher for secondary schools.

The Children and Young People's (CYP) Coordinator was invited on to the panel for the interview for this post and was fully engaged with the recruitment and the ongoing monitoring of the activity and the outcomes for the post. The new member of staff is a graduate and it will be their first post. They have an interest in research of languages. The very good news for the Welsh Language is that all applicants would have been appointable and the quality of applicant was very high. There is a very positive and visible presence of the Urdd and Menter within all our work with young people now.

Opportunities for Collaboration with partners:
Explain the exact nature of any collaboration between the authority and Welsh language organisations, e.g. mentrau iaith, Yr Urdd and YFC where appropriate.

The collaboration has involved encouraging MISFf and the Urdd to become much more engaged to support opportunities and systems available for all third sector organisations. This has resulted in skills sharing and has encouraged awareness of language issues within the wider sector. The strong links with the Health and Social Care Facilitator and the Youth Support Voluntary sector officer have enhanced this positive engagement. The Youth Forum are now working in Partnership for the next year with Urdd and have arranged the youth conference together, this is a huge improvement locally! The 2011 conference had young people attending from MISFf and Urdd.

Development of Staff Skills:
How is the youth service workforce planned for the future to meet the needs of young Welsh speakers? Give details of recruitment processes, present numbers of staff and their linguistic skills, any initiatives to develop skills and training.

Menter Iaith have also been very pro active in supporting the Flintshire Families First commissioning process.

The Youth Service is engaging in a language awareness training course. However, there are no formal plans to target the recruitment of bilingual Youth Workers in to the main Youth Service Staffing. There is, however, very positive partnership working to encourage this approach within the wider third sector organisations. The Regional Officer for the Urdd and the Director of MISFf are

working with the Children and Young People's Partnership coordinators to ensure that this area of development remains on the wider partnership agenda. The CYPP Plan has embedded the need to recognise language and cultural issues within all of the planning and delivery. The CYPP Co coordinator is exploring the possibility of a Welsh Language apprentice post for young people.

Budget and Finance:
What are the financial arrangements to support the development of Welsh-medium services for young people within the authority?

The Youth Support Revenue Grant has allocated funding for a specific post (12 months contract) and there is a budget allocation within the main core Youth Service budget to support Welsh Language Skills and awareness. However, as with all Council budgets, the Youth Service Budget is under pressure to make efficiencies savings and there is no guarantee of continued support for any area within the service. Menter Iaith and Urdd are exploring Families First funding opportunities.

Engagement and Consultation:
What processes are used to consult with children and young people to identify Welsh-medium priority areas for the service? Give specific examples.

- Urdd Gobaith Cymru have joined the Young People's Partnership Board sub groups (2010 – 2011)
- Menter Iaith and Urdd Gobaith Cymru have joined and fully engaged with and enriched the membership of the information and involvement sub group. Darren Morris from the Urdd has shared with the CYPP specific expertise and knowledge around cyber safety and has fully engaged with the learning in this area. (2010 – 2011)
- A Welsh Language social group is being developed for young people to socialise in Welsh. Meetings are held every Tuesday, 7pm at the Cross Keys in Sychdyn. A Welsh newsletter and Youth Forum are also in development.
- Fflic - The Urdd, WCVA, FLVC, Flintshire County Council and Menter Iaith are running a competition and inviting young people aged between 14 and 25 to organise a Welsh theme event. Interested groups need to register and present a 'Dragon's Den' style pitch to a panel; of judges on their idea. The winning group will be awarded £600 to turn their idea in to a reality.

The CYPP is developing its plan for 2011 – 2014 using a results based accountability approach. Within this approach we have opened up consultation sessions to young people. Within these sessions we have listened to views around needs and unmet needs on a language and cultural basis. We held a session within the Young People's Partnership and invited Darren Morris from the Urdd to ensure that the views of the young people that Darren is in contact with had an appropriate channel to be recorded and heard. We have also formed links with the 14 – 19 network and the Children and Young People Coordinator has taken a lead on completing some areas of work for the 14 – 19 network area inspection. The Inspection is now complete and the feedback for the bilingual provision was recognised and valued by the Estyn inspector's team. The CYPP Coordinator was able to input bilingually to the discussions and was able to bring real current examples of good practice to light. We have ensured

that we work closely with the newly appointed Head Teacher of Ysgol Maes Garmon (Welsh medium secondary school) within the 14 – 19 network preparation meetings. We have developed links with the Forum at Ysgol Maes Garmon via the Urdd development officer and the head pupils of the sixth form. This has enabled us to explore and collate information around needs and unmet needs. One particular example of identified unmet need has been the gap in opportunities for pupils in year 10 and 11 to have work experience placement in a bilingual environment. Menter a Busnes and MISFf will work with us to look at possible ways of developing these areas of work experience opportunities. Some local shops have listened to these concerns and have been able to respond to specific requests. The need and the unmet need are always dealing with very small numbers of young people; however, we still recognise the importance of specific provision for each individual. Therefore, we need to be open to innovative approaches to meet the needs of the few in creative and appropriate ways.

There has been some concern about the lack of choices for A level study in a Welsh Medium setting. However, collaborative approaches with schools from neighbouring Authorities have been a positive solution to part of this unmet need. e.g. A level Drama and media is taught in Wrexham Ysgol Morgan Llwyd for Ysgol Maes Garmon pupils.   Direct pupil follow up this year (i.e. current university students) has fed back that the move to another schools was a good preparation for university life as it helped with meeting others from other schools/areas. (Quoted by an Aberystwyth University student 2011)

Welsh Rugby songs night regularly held by Menter Iaith /Urdd which was a real success for all our young people attending, i.e. Welsh speakers and several non Welsh speakers who appreciated being a part of the inclusive and fun event.

All activities advertised on Young Flintshire are made totally accessible and the CYPP and Menter Iaith have developed excellent links to enable this to continue to happen.

3.2   *Performance Indicator WLI 2: Number and percentage of main reception, call centres or one stop shop posts that have been denoted as 'Welsh Essential' and have been filled by bilingual staff.*

Over the past 4 years the Council has been identifying the posts that are relevant to this performance indicator and meeting with the Service Managers, HR Officers and Policy Officer Welsh Language to assess all of the skills including Welsh language that are required for posts.

Details of all posts that have been identified and denoted as 'Welsh Essential' can be found in Appendix 3.

The Council has stated in previous reports that it takes every opportunity to recruit Welsh speakers to such posts when vacancies arise. However, Appendix 2 shows that several opportunities are

missed. In 2011-12 there were seven recruitment opportunities:

1.   Receptionist - Holywell Area Office
2.   Receptionist – Connah's Quay Area Office
3.   Switchboard Operator – Customer Services
4.   Receptionist - Greenfield Valley
5.   Buckley Leisure Centre
6.   Holywell Leisure Centre
7.   Flint Pavilion Leisure Centre

In relation to recruitment opportunity 1, the Council advertised the post twice. The post was re-advertised and it attracted Welsh speaking applicants but they lacked the other essential skills and knowledge for the post. The post has since been filled temporarily by three non Welsh speaking people through recruitment agencies. During the next monitoring period the Council will examine the implementation of the Welsh Language Scheme in relation to the temporary engagement of personnel through recruitment agencies.

In relation to recruitment opportunity 2, a service restructure left a vacancy in Connah's Quay. A receptionist from another location within the service was transferred to Connah's Quay to fill the vacant position. The post holder does not speak Welsh. In relation to recruitment opportunities 3 and 4, Welsh language skills were a stated as essential requirements, and the Council recruited Welsh speakers.

In relation to recruitment opportunities 5 and 6, Welsh language skills were not stated as essential requirements due to the fact that 50% of the team in each location can speak Welsh. In relation to recruitment opportunity 7, Welsh language skills were not deemed essential due to the fact that one team member can speak Welsh. As only one receptionist is on duty at any one time, it could be argued that all posts require Welsh language skills in order to ensure a bilingual service at all times.

3.3   *Performance Indicator WLI 6: Number of complaints received in relation to the operation of the Welsh Language Scheme and the percentage dealt with in accordance with the Council's corporate standards.*

Number of complaints
In the period 1st April 2011 – 31st March 2012 the Council received **8 complaints** and **1 comment** relating to the operation of the Welsh Language Scheme. No compliments were received.

Nature of Complaints Received

Complaint / Comment Number	Nature of Complaint / Comment
1	**Complaint** about the Council's website: a link on the Welsh complaints page which provides customers with

	the opportunity to present their complaint in Welsh was not working. The complainant had to use the corresponding English page to make the complaint.
2	**Complaint** about receiving English-only correspondence from the Council Tax department.
3	**Comment** about the cost of issuing bilingual correspondence. In order to reduce costs, the customer suggested conducting a poll to ascertain which single language version could be issued in the future.
4	**Complaint** about the implementation of the Council's street-naming policy
5	**Complaint** about receiving English-only correspondence and information concerning schools admissions from the Education department.
6	**Complaint** about receiving English-only correspondence and information concerning schools admissions from the Education department.
7	**Complaint** about the Welsh Automated Telephone Payments line not working.
8	**Complaint** about the Welsh Automated Telephone Payments line not working.
9	**Complaint** about the Council's Flintshire Business Week website being in English only

Complaints by Directorate:

Directorate	Service	Complaint / Comment Number	Number and % of complaints
Corporate Services	ICT and Customer Services	1	**4** **44.44%**
	Finance	2 7 8	
Environment	Streetscene	3	**3** **33.33%**
	Public Protection	4	
	Regeneration	9	
Lifelong Learning	Schools Services	5 6	**2** **22.22%**

Community Services	N/A	N/A	0 0%

Percentage of complaints / comments dealt with in accordance with the Council's corporate standards.

The Council's corporate standards for responding to complaints, compliments and comments are as follows*:*

- Acknowledgement letter within 5 days
- Full response within 10 working days
- If full response is not possible within 10 working days, then there should be a holding letter/Email or phone call on the 9th working day.

Here are the details of compliance:

Complaint / Comment Number	Acknowledgement	Full Response	Holding
1	Same day	8 working days	None required
2	Same day	Same day	None required
3	3 working days	16 working days	None issued
4	None issued	7 working days	None required
5	Same day	7 working days	None required
6	Same day	10 working days	None required
7	Same day	8 working days	None required
8	Same day	10 working days	4 days
9*	1 working day	15 working days	None required

* It should be noted that in relation to Complaint 9, the Council received the complaint via the Welsh Language Board (WLB). The correspondence set a 15 working days deadline for a full response to the complaints, including an action plan. This target was met.

Number and Percentage of complaints dealt with in accordance with the Council's corporate standards:

Type of Response	Number	Percentage
Acknowledgements	8	89%
Full Responses	7	78%
Holding Responses	8	89%

Conclusion - Performance Indicator WLI 6:
The Council met <u>all</u> of the corporate standards in relation to seven of the nine complaints / comments (78%).

2011-12 Performance compared to 2010-11 Performance

The Council received more complaints / comments in 2011-12 (9) compared to the previous monitoring period (3).

The number and percentage of complaints dealt with in accordance with the corporate standards was higher in 2011-12, both in terms of type of response and overall.

Element of Comparison	2010-11	2011-12
Number of complaints / comments that met all corporate standards	1 out of 3	7 out of 9
Percentage of complaints / comments that met all corporate standards	33.33%	78%

Type of Response	2010-11	2011-12
Acknowledgements	67%	89%
Full Responses	33%	78%
Holding Responses	33%	89%

4. Scheme management and administration

4.1 *Welsh Language Board Risk Assessment 2007- Staffing Arrangements*

The Welsh Language Board visited the Council in 2007 to conduct a Risk Assessment of the Council's staffing arrangements. The purpose of the assessment was to determine the Council's capacity to:

- maintain full and current information on bilingual skill levels;
- report annually to the Welsh Language Board on bilingual skill levels within the Council.

Following the assessment the Welsh Language Board provided the Council with a report of its findings, and made eight recommendations for improvement. Most of the recommendations reflected the commitments made previously in the Council's Welsh Language Scheme and/or Welsh Language Skills Strategy.

The Council published a Welsh Language Skills Improvement Plan comprising 32 actions to implement the Welsh Language Board's recommendations. In the 2008-09 report the Council reported the need for further action in relation to most of the agreed actions. Following a meeting with the Welsh Language Board in October 2009 to discuss fundamental weaknesses in the implementation of the Council's Welsh Language Scheme, eight improvement areas were agreed, including the review and revision of the Welsh Language Skills Strategy. As a result of that meeting, HR included the following actions in the Council's People Strategy Action Plan:

	Actions	Target Date
1	Set up working group to review and revise (where appropriate) the Welsh Language Skills Strategy, and develop a revised action plan / timetable	June 2010
2	Identify what our Welsh Language skills requirements	March

	are for each post	2011
3	Identify what our current Welsh Language skills levels are across the workforce	December 2010
4	Review and develop action plan relating to Welsh Language skills of employees and post requirements held on Trent	March 2010
5	Skills gap analysis prioritising those roles where Welsh Language is essential	December 2011
6	Workforce planning to address the skills gap	March 2012

Progress to date

Action 1: A revised strategy was presented to the Corporate Management Team in April 2011, and proposals for developing an implementation plan were endorsed. The Task and Finish Group has been meeting regularly to identify the specific tasks needed to achieve all of the objectives. This work is now nearing completion.

Actions 2 - 6: As reported last year, the target dates were not met. Revised target dates will be identified in the Welsh Language Skills Strategy Implementation Plan.

4.2   *Welsh Language Board Risk Assessment 2008*

The Welsh Language Board visited the Council on 16 December 2008 to conduct a Risk Assessment of the Council's processes for recording and dealing with complaints about the implementation of the Welsh Language Scheme.

Following the assessment the Council received a short report based on the Welsh Language Board's findings. Taking all aspects of the Council's processes into account, the report gave the General Compliance Level Judgement as 'Full Compliance'. However, the report made four recommendations to ensure full compliance with the Welsh Language Scheme. The Council prepared Complaints Improvement Plan to implement these recommendations; this was published as part of the Monitoring Report last year.

One of the agreed actions, with a target date of July 2009, was to include more content pertaining to the Welsh language in the guidance notes for employees who deal with complaints. The guidance notes were due to be reviewed, updated and circulated during 2009 as a part of a wider review of compliments, comments and complaints.   However, as the Welsh Government was soon to publish complaints policy and procedures, the Council delayed its own review with the intention of incorporating the government's guidance. The Council's own policy and procedures were updated in January 2012 and new guidance issued to employees, which includes more content pertaining to the Welsh language.

The Council is making progress with the development of a Customer Relationship management system (CRM). The new CRM will be the central

database for recording complaints and will also include a revised electronic system for recording complaints. The intention is to start using this system later in 2012. New guidance notes relating to complaints will be issued to staff and users of the system, which will include relevant content pertaining to the Welsh language.

4.3   *Performance Indicator WLI 1: the percentage of a sample of contracts with third parties monitored which comply with the requirements of the Welsh Language Scheme.*

4.3.1   In 2008 the Council highlighted procurement as an area where there is a fundamental weakness and risk in relation to the implementation of the Welsh Language Scheme. In a meeting between the Council and the Welsh Language Board (WLB) in October 2009, the Council agreed to take action to improve performance in relation to procurement. A Task and Finish Group was established with the aim of ensuring improvement in this area. However, given the work being undertaken on a regional basis to improve procurement efficiency, and the impact of this work on the Council's Procurement Unit and on other procurement arrangements within the authority, the Task and Finish group was suspended until there is more clarity on the future direction of procurement.

4.3.2   Until the Task and Finish group is reconvened, arrangements have been put in place by the Procurement Unit that require service managers to seek advice from the Welsh Language Policy Officer concerning appropriate Welsh language Scheme requirements. Tender documentation has also been reviewed and the section concerning the Welsh Language Scheme has been amended. From April 2012, all tender documents will include the following wording:

<u>Welsh Language Scheme Requirements</u>

In accordance with the Welsh Language Act 1993 Flintshire County Council is implementing a Welsh Language Scheme [Policy]. The Scheme prescribes how the Council - and any third parties acting on its behalf - will provide services in Welsh or English in accordance with customer preference, and how it will promote the use of the Welsh language. The Welsh Language Scheme requirements with which contractors must comply are stated in the 'Specification' section.

The Council is keen to encourage other parties to adopt bilingual practices. It is committed, therefore, to offering support and guidance to third parties on the planning and provision of bilingual services. Please contact: Caren Prys Jones Policy Officer (Welsh Language): 01352 702426

4.3.3   Pre-Qualification Questionnaires now include questions relating the Welsh language. For example:

Short break residential provision for children / young people with a range of disability needs

Q1 Does your company have past experience of delivering a care service in Welsh?

If YES, please provide evidence

If NO, please describe what measures you will take to ensure that a quality seamless Welsh service is offered and delivered should a Welsh language service be required by a customer / client.

Q2 Would your company use any sub-contractors to deliver any of the Welsh language elements of the service?

If YES, what are the capabilities of those contractors to deliver Welsh-medium services and the measures that both they and your company would employ to ensure that a quality service is maintained?

Q3 Has your company ever failed to ensure that it meets any Welsh language obligations?

If YES, please provide information

4.3.4 At the end of the 2011-12 monitoring period a sample of 12 contracts with third parties was examined in order to ascertain whether they complied with the requirements of the Welsh Language Scheme. Of the 12 contract examined, 7 (58%) complied with the requirements of the Council's Welsh Language Scheme. The Council's assessment of compliance is detailed in Appendix 4.

5.   Linguistic skills: comparing service needs and capacity

5.1 *Human Resources: Skills*

5.1.1 *Performance Indicator WLI 4(a): The number and percentage of* employees *who have received training in Welsh to a specific qualification level.*

Please note: Text in brackets represent figures for 2010-11 for comparison purposes

Level	In-house Course	Community Course	Total
Entry	24 (26)	28 (35)	**52 (61)**
Foundation	15 (7)	19 (23)	**34 (30)**
Intermediate	6 (4)	6 (7)	**12 (11)**
Advanced	0 (0)	9 (13)	**9 (13)**
Proficiency	5 (9)	3 (0)	**8 (9)**
TOTAL	**50 (46)**	**65 (78)**	**115 (124)**

In total, 114 employees and 1 Member enrolled to learn Welsh with the Council's support in the 2011-12 academic year.

Learners are continuously assessed throughout their courses (Open College Network Units). With the exception of staff attending the *Sgwrs a Stori* course, every learner is encouraged to sit the appropriate WJEC examination.

A number of employees attended Welsh Summer Schools in June and July 2011 with the financial support of their own Directorates.

The Chief Executive, Directors and Heads of Service are required under the terms of their employment contracts to learn Welsh to Entry Level within 24 months. Their progress is as follows:

o The Chief Executive received one-to-one tuition for 6 months in 2007-08 but has not yet reached Entry level.
o Two Directors have achieved Entry level; the third Director is currently learning Welsh on one of the Council's in-house classes.
o There are currently 16 Heads of Service. Of these, 4 speak Welsh fluently and 1 has Welsh language skills above Entry level; 4 achieved Entry level in 2011; 1 started a course in 2009, withdrew due to family circumstances then re-started in September 2011; 4 joined a class in 2009 and withdrew within the first term; a Head of Service who was appointed in 2011 is currently learning Welsh; a Head of Service who was appointed in 2012 will commence learning Welsh in September 2012.

It should be noted that the Council does not at present take a strategic approach to Welsh language training. Welsh language training is not currently targeted at the posts / post holders that require Welsh language skills. The majority of employees coming forward to learn Welsh do so because of their interest in learning Welsh, rather than as a result of an identified service need or training needs analysis. One of the aims of the Welsh Language Skills Strategy will be to ensure a more strategic and targeted approach to Welsh language training.

5.1.2 *Performance Indicator WLI 4(b): The number and percentage of* employees *who have received language awareness training.*

The Council has made a commitment in its Welsh Language Scheme to introduce a programme of Language Awareness Training (LAT) from April 2007 and it will be a requirement for all employees and Members to attend this training. The Council's *People Strategy Action Plan* includes a commitment to develop this programme. The Corporate Training Unit was assigned responsibility for LAT in August 2006.

The previous monitoring report details the successful series of LAT sessions delivered in 2010-2011. There was no LAT provision in 2011-2012.

LAT is one of the eight Welsh language improvement priorities agreed with the Welsh Language Board. Future LAT provision is one of the objectives of the Welsh Language Skills Strategy which is currently under review.

Conclusion WLI 4(b): 0 employees received language awareness training in 2011-12.

5.2   Human Resources: Equality and Diversity

*Performance Indicator WLI 5: Number and percentage of
staff within the Council's services who are able to speak Welsh (excluding
school teachers and school based staff) by:*

- *Service division*
- *Post grade*
- *Workplace*

The review and revision of the Welsh Language Skills Strategy is one of the Council's eight Welsh Language Scheme improvement areas, and this has been included in the People Strategy draft action plan. Mapping the bilingual skills of Council employees is one of the key actions of that action plan. The agreed target date for the completion of this action was December 2010. The Council did not meet this target date. However, as part of the review of the Welsh Language Skills Strategy, planning for the survey is underway, and although not confirmed at this stage, it is hoped that the survey will be undertaken between October and December 2012.

6.   Mainstreaming

6.1   *Policies, Plans and Initiatives*

Section 2.2 of the Welsh Language Scheme states that the Council will:

'develop a formal procedure for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan or initiative on the Welsh language and the Welsh Language Scheme.'

The Council has outlined in previous reports the actions it has taken with regard to the development of a Welsh Language Impact Assessment Tool. The Council has identified that this is an area that requires prioritised action. A draft WLIA tool has been piloted and this identified that further amendment is required in order to reflect the Welsh Language Measure (Wales) 2012.   Governance arrangements and guidance for its use will be developed when the tool is finalised.

6.1.2   In previous monitoring reports the Council described the steps it has taken in relation to assessing the Welsh language skill requirements of its posts. We explained that we are taking a phased approach to the introduction of Welsh Language Skills Assessments (WLSA); Phase 1 (complete, started January 2007) – posts relating to Welsh Language Indicator 2, i.e. reception/counter posts, etc.; Phase 2 (ongoing since July 2008) brand new posts; Phase 3 (not yet started) all vacant posts going through the recruitment process; Phase 4 (not yet started) – all existing posts not going though the recruitment process. The Welsh Language Skills Strategy is under revision; the related Implementation Plan will identify the target dates for beginning Phases 3 and 4.

Although the Council has made some progress since last year in relation to assessing the language requirements of its new posts, its approach is inconsistent in that many new posts have not been subject to a Welsh Language Skills Assessment. Details of WLSA undertaken are as follows:

Number of new posts created in 2011-12   63
Number and % of WLSA undertaken   47 (70%)
Number and % of WLSA not undertaken   16 (30%)

The figures demonstrate that the Council has some way to go to achieve a 100% completion rate in respect of Welsh Language Skills Assessments for new posts.

The Head of HR and OD has committed to ensuring that within the HR team there will now be a focus from HR Managers and Senior HR Advisors to ensure the requirement to undertake Welsh Language Assessment for new jobs continues to be improved to meet a target of 100%. This will form part of the monthly agenda for the HR Managers and Advisers to ensure this receives the attention required.

6.1.3   The Council introduced two new services during the monitoring period, i.e. Streetscene and Flintshire Connects. Welsh language skills were essential requirements for a proportion of the posts advertised and both services successfully recruited Welsh speakers.

6.2   *Use of Welsh within the community and workplace*

6.2.1   The Council uses the Welsh language in the community in line with the commitments made in its Welsh Language Scheme.

In its Welsh Language Scheme the Council states that it recognises its responsibility and duty as a community leader to promote, support and safeguard the Welsh language for the benefit of present and future generations. The Council makes the following commitments to strengthen the position of the Welsh language in Flintshire:

To work with its partners in the community to develop and implement a Welsh Language Action Plan with the aim of increasing and encouraging awareness, visibility and the use of the Welsh language in economic, social and cultural situations in Flintshire.

In 2011 the Council contributed to the development of a Menter Iaith Sir y Fflint Strategic Plan. The Plan includes several actions which involve close working with the County Council to strengthen the position of the Welsh language in Flintshire.

6.2.2   The Council has taken a very positive step forward in relation to the use of Welsh within the workplace by including a new section relating to this issue in its revised Welsh Language Scheme. We are committed to raising the profile and status of the Welsh language internally; this includes increasing bilingual

working within the Council, creating a working environment that is positive and supportive towards the Welsh language, and being sensitive and responsive to the linguistic needs and preferences of individual employees. We will develop an action plan and timetable to achieve this.

6.2.3   Flintshire County Council has supported Menter Iaith Sir y Fflint (MISFf) both financially and in kind since 1998. In 2008 the Council agreed a 3-year Core Funding Agreement with MISFf amounting to £13,223 per annum. The purpose of this resource was to support the core management and administrative functions of the organisation and will allow it to oversee and develop projects and services to achieve its mission. This funding continued into 2011-12 and 2012-13 and is currently subject to review as part of the wider Voluntary Sector Grants Funding Review.

6.2.4   The development of services for very young children across Wales is promoted by the Welsh Assembly Government and supported by grant funding which is channelled via local authorities. The grants are also catalysts for ensuring that a mixed economy of statutory, voluntary and independent services are supported. In order to promote the use of the Welsh language in early years and childcare provision there is a strong partnership with Mudiad Meithrin (MM). The development officers from MM are involved in the following sub-groups of the Children and Young People's Partnership:

Childcare Development Group
Childcare Grants Group

In addition MM is provided with grants to deliver the following:

o   Welsh medium childcare for the Flying Start Project through a grant
o   Welsh medium childcare for children in high level social need such as Communities First areas.
o   Childcare budget Welsh medium early years education in the non-maintained sector
o   Families First grant to provide assisted places in welsh medium childcare

The county association of MM are also awarded grants from the Flintshire County Council Childcare budget to deliver training to workers/volunteers in the *Cylchoedd Meithrin* and *Ti a Fi* groups.

6.3   *Increasing the numbers of Welsh speakers*

In order to strengthen the Council's ability to deliver services in Welsh in accordance with the commitments made in its Welsh Language Scheme, the Council sets aside an annual budget for the provision of Welsh language training to Council staff. Information about the number of Council staff learning Welsh with the Council's support is provided in section 5.1.1 of this report.

7. **Analysis of performance by priority and target**

The Welsh Language Scheme makes a commitment to ensure that the annual Monitoring Report:

- **identifies any fundamental weaknesses and risks, and**
- **includes an action plan of corrective measures**

Section 2 of this report (Appendix 1) reports on the Council's compliance / non-compliance with all of the Welsh Language Scheme's targets and the timetable for implementing the targets.

In 2009 the Council agreed 8 improvement areas with the Welsh Language Board. These areas reflected what the Council itself considered to be some of the more fundamental weaknesses and risks in relation to the implementation of the Welsh Language Scheme, and which give the Council cause for concern. These 8 areas continue to be the Council's Welsh Language Scheme priorities:

- Welsh Language Impact Assessments to assess positive and negative impacts on the Welsh language
- Welsh Language Skills Strategy to address shortages of bilingual employees
- Fully embed the WLS into the Council's Business Planning approach
- Formal Monitoring Plan for monitoring/verifying the implementation of the WLS at service and corporate level.
- Language Awareness Training sessions for all new recruits, existing members of staff and Councillors.
- Integrate WLS requirements within the Council's funding arrangements with third parties (contracts).
- Integrate WLS requirements within the Council's grant arrangements.
- IT systems audit - look at the compatibility of national systems to inform longer term plans.

8. **Publishing information on performance**

This Monitoring Report has been prepared and considered in accordance with the commitments set out in section 7 of the Council's Welsh Language Scheme.

The Report was considered by the Council's Cabinet on 18 September 2012 and approved its submission to the Welsh Language Commissioner.

This report will be available for the public to access on the Council's website and in libraries throughout the county.

APPENDIX 1

WELSH LANGUAGE SCHEME
TARGETS AND TIMETABLE

Targets Met

Review guidance for staff regarding the Council's translation services and amend as necessary (section 3.2)
Review guidance for staff on how to meet the Council's commitments with regard to Welsh correspondence and amend as necessary (section 3.2)
Review guidance on handling telephone calls from Welsh speaking members of the public, and amend as necessary (section 3.3)
Provide bilingual receptionists, counter and front of office staff with Welsh Language Board *Iaith Gwaith* badges (section 3.4)
Set out procedures for establishing language preference in advance of one to one and public meetings (section 3.4 and 3.5)
Review and revise written guidance available to staff responsible for arranging and chairing meetings (section 3.5)
Review guidance for staff, designers and others who reproduce or use the Council's corporate identity, and amend as appropriate (section 4.2)
Agree and implement procedures and protocols for the preparation / production of signs and issue guidance to staff and others involved in this activity (section 4.3)
Establish arrangements for identifying the preferred language of the public when receiving requests for Council minutes, and for publicising the availability of Welsh translations (section 4.5)
Review guidance for staff, designers and others who are involved in the preparation, printing and display of public materials and revise as necessary (section 4.5 / 4.6)
Review written guidance for staff and others involved in designing and producing forms and revise as necessary (section 4.6)
Ascertain the preferred language of media organisations in Wales and issue press releases accordingly (section 4.11)
Review and revise leaflet which explains the provisions of the Scheme and the role of staff in its implementation (section 6.1)
Make arrangements to retain a record of all complaints or suggestions received regarding this Scheme and its implementation, together with officers' responses to those complaints / suggestions (section 7.5)
Invite all English medium schools in Flintshire to express a preference to receive bilingual or English written correspondence from the Council, and record their language preference in accordance with the Council's arrangements (section 3.2)
Review current written guidance for Council staff regarding third party compliance and revise as appropriate (section 2.4)
Review all IT systems used to generate correspondence and prepare a report on their ability to comply with the requirements of this Scheme (section 3.2)
Review the arrangements for updating the Council's internal directory of Welsh speaking staff (section 3.3)
Prepare an action plan setting out how the Council will mainstream the Welsh language in the field of ICT and meet the Welsh Language Board's IT Standards

(section 6.2)
Denote switchboard, reception, counter, front of office, contact office and similar posts as 'Welsh Essential', amend job descriptions, and ascertain language skills of current post holders (section 3.3/3.4)
Undertake a detailed and thorough review of the Translation Unit (section 6.2)
Develop and issue a 'Street Names' leaflet which explains the Council's preferences regarding the names of housing developments and the streets within them (section 4.4)
Include a commitment in the Council's ICT Strategy to implement the Welsh Language Board's IT Standards (section 6.2).
Prepare detailed guidance for staff regarding the purchase and development of ICT systems and software to meet the Council's needs, based on the requirements of this Scheme and the Welsh Language Board's IT Standards (section 6.2).

Targets Requiring Further Action

Service Planning and Delivery

KEY ACTION	PROGRESS
Integrate an annual Welsh Language Scheme (WLS) compliance assessment within the Council's Performance Management, Improvement Assessment, and Wales Programme for Improvement arrangements (section 2.3)	Fully embedding the WLS into the Council's Business Planning approach is one of the Council's 8 WLS priority improvement areas, which were agreed with the Welsh Language Board. A proposed approach was developed and was shared with the Corporate Management Team in June 2011. Since then every service has undertaken a baseline assessment of compliance against the Scheme's requirements. These assessments will be analysed in due course and a report will be presented to the Corporate Management Team. Where improvements are required, services will include actions in their service plans. Progress against identified improvement actions will be reported in quarterly performance reports, for consideration by the Council's Cabinet, from April 2013
Develop formal procedures and written guidance for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan or initiative on the Welsh language	This is one of the Council's 8 WLS priority improvement areas, which were agreed with the Welsh Language Board. The Council has outlined in previous reports the actions it has taken with regard to the development of a Welsh Language Impact Assessment Tool (WLIA). The Council has identified that this is an area that requires prioritised action. A draft WLIA

	tool has been piloted and this identified that further amendment is required in order to reflect the Welsh Language Measure (Wales) 2012. Governance arrangements and guidance for its use will be developed when the tool is finalised. WL Implementation Plan target - services will be required to implement the new arrangements from January 2013
Develop a structured programme for mainstreaming the Welsh language in the Council's main policies and initiatives	A structured programme will be developed and agreed as part of the targets mentioned above. WL Implementation Plan target - services will be required to implement the new arrangements from January 2013
Review arrangements for ascertaining and recording the preferred language of individuals and organisations (section 2.3)	The Language Preference Database has been deleted as it is not an effective tool for recording / checking language preference. The Council is developing a Contact Centre solution, which will record customers' personal details. Customer's language preference details will be recorded on their customer record. As part of Equality monitoring, services are required to record whether service users speak Welsh. However, this information does not necessarily identify their preferred language. WL Implementation Plan target - September 2012
Review current written guidance for third parties on the requirements of the Scheme and revise as appropriate (section 2.4)	Guidance revised but not yet published. Procurement is one of the Council's 8 Welsh Language Scheme improvement priorities and the best use / dissemination of the revised guidance will be considered as part of the improvement action planning for this area. Development of Action Plan is a WL Implementation Plan target for October 2012. This will be included in the action plan.
Integrate Welsh Language considerations within the Council's	See section 4.3 Development of Action Plan is a WL

Procurement arrangements (section 2.4)	Implementation Plan target for October 2012
Review and revise the arrangements for encouraging and supporting other organisations to adopt practices which promote equality between the Welsh and English languages (section 2.5)	Target not met. Existing arrangements are still in force. Guidance to be prepared to support arrangements to meet proposed Welsh language standards WL Implementation Plan target for January 2014
Review and revise the arrangements and criteria for funding voluntary organisations to reflect the requirements of this Scheme (section 2.6)	This is one of the Council's 8 WLS priority improvement areas. Corporate Policy is developing arrangements to embed policy requirements (Welsh language, Equality, Sustainable Development, Community Cohesion) in the Council's funding arrangements WL Implementation Plan target for December 2013 – services to implement new arrangements for funding and awarding grants to third parties.
Prepare guidance on implementing the WLS to those who administer funding schemes (section 2.6)	Guidance will be prepared as part of the work of the above mentioned project.
Review partnership working arrangements and revise to reflect the requirements of this WLS (section 2.7)	All strategic partnerships undertake annual self-assessments of their governance arrangements. The opportunity to reflect the WLS requirements within this assessment could be explored. The Council is currently reviewing its use of the Welsh language in meetings of the County Forum, which comprises representatives from town and community councils and the county council. The agenda for the meeting to be held in June included an item on the Welsh language, and a draft Welsh Language Policy template for Town and Community Councils has since been developed.
Prepare guidance for officers who are involved in partnership working on the requirements of this WLS (section 2.7)	The Principal Partnerships Officer has received the WLB publication 'Partnerships and the Welsh Language'.

Communicating with the Public

* All services have been asked to assess their compliance against Scheme requirements and to include mitigation measures in their 2012-13 service plans where they fall short of full compliance.

KEY ACTION	PROGRESS
Review all Council stationery to ascertain whether all items are fully bilingual, and amend as necessary (section 3.2)	*
Ensure that all standard text on e-mail, 'auto-signatures', disclaimers, and 'out of office' replies are bilingual, and provide guidance / support to staff to achieve this (section 3.2)	Instruction / guidance note issued. * WL Implementation Plan target August 2012
Greet all external telephone calls bilingually (section 3.3)	Original instruction / guidance issued in 2005 as part of the Council's Customer Care Policy / Standards. Further guidance issued in 2006 under the revised Welsh Language Scheme. * WL Implementation Plan target July 2012
Main switchboard and any service centres / points using an automated answering service or answer phone will record bilingual messages (section 3.3)	Guidance note issued in 2006 with regard to telephone calls, which included guidance on the use of automated answering services. * WL Implementation Plan target July 2012
Staff using answer-phones will begin their recorded messages by giving a bilingual greeting, record English or bilingual messages as appropriate, and invite callers to leave Welsh or English messages (section 3.3)	Guidance / instruction issued in accordance with the WLS. * WL Implementation Plan target July 2012
Provide training for receptionists / counter and front of office staff to greet members of the public bilingually (section 3.4)	All Directorates have instructed receptionists / counter and front of office staff to greet members of the public bilingually. The Council contracted Bangor University's Department of Lifelong Learning to provide a 10-week 'Telephone and Reception' course for employees in January 2009. This course was attended by 8 employees. The Welsh Language Board's 'Swnio'n Dda - Sounds Good'

KEY ACTION	PROGRESS
	audio resource was loaded onto the Council's intranet in April 2008; every employee with access to a PC is able to use this resource. WL Implementation Plan target for January 2013 Additional WL Implementation Plan target for April 2013 – provide training for receptionists / counter and front office staff to deliver a bilingual service
Audit of standard letters and translate where they are English only (section 3.2)	* WL Implementation Plan target July 2012
Ensure that help-lines, automated telephone services and call centres set up by the Council provide an equal service in Welsh and English and ensure that arrangements are in place to make callers are aware of this option (section 3.3)	* WL Implementation Plan target for September 2012 to identify all posts in relation to help-lines, call centres and similar services and undertake Welsh Language Skills Assessments on these posts. WL Implementation Plan target for March 2013 – make arrangements (including training) to ensure that posts in relation to help-lines, call centres and similar services provide an equal service in Welsh and English WL Implementation Plan target for April 2013 to ensure that callers are aware of the language options for such services.
Produce and display bilingual notices that inform the public that a Welsh and English service is available (section 3.5)	Welsh Language Board notices have been circulated in the past, however not all locations display these signs WL Implementation Plan target for March 2013

The Council's Public Face

KEY ACTION	PROGRESS
Conduct an audit of all Council items bearing the Council's name/logo and ensure that all such items are bilingual (section 4.2)	* WL Implementation Plan target for December 2012
Conduct an audit of all signs – permanent, temporary, fixed and portable – for which the Council or a party acting on its behalf is responsible, and ensure that monolingual signs are made bilingual (sections 3.5 / 4.3)	*
Develop and issue a 'Design Guidelines' leaflet to relevant planning permission applicants which encourages them to erect bilingual signs and includes guidance on bilingual design (section 4.3)	Target not met. Initial discussions have taken place between the Policy Officer (Welsh Language) and the Council's Head of Planning Control to discuss the potential content and recipients of such a leaflet. WL Implementation Plan target for September 2012
Establish and implement procedures for ensuring that the Council or agents acting on its behalf produces material for public use in accordance with the requirements of this Scheme (section 4.5 and 4.6)	*
Undertake an audit of all Council forms with a view to verifying that their format, language content, terminology and diction style comply with this Scheme, and implement a programme to revise these forms where necessary (section 4.6)	* WL Implementation Plan target September 2012
Develop a corporate involvement and consultation strategy, and maintain a database of Welsh-speaking individuals and Welsh medium local groups and organisations who are willing to participate in surveys and consultation exercises (section 4.8)	The Welsh Government published a set National Principles of Public Engagement in March 2011 (developed by Participation Cymru). The Council has pledged its support to these principles and work will recommence on the development of a more localised strategy / framework which will sit below these 10 core principles. A Consultation and Engagement Directory of Groups and Organisations, which includes a number of Welsh language groups is available via the Infonet system.
Identify the options available for targeting Welsh-speakers as part of recruitment campaigns in relation to 'Welsh essential'	Target partially met. Recommendations have been to Human Resources in relation to

KEY ACTION	PROGRESS
posts and present a report to the Corporate Equalities Review Board (section 4.10)	targeting Welsh speakers. The Corporate Equalities Review Board has been disbanded. WL Implementation Plan target December 2012
Review all displays, information boards, exhibitions and ensure that they meet the requirements of the Scheme (section 4.7)	* WL Implementation Plan target July 2012
Establish 'control points' to ensure that those who are responsible for producing and displaying public and official notices comply with this Scheme (section 4.9)	* WL Implementation Plan target for December 2012

Implementing and Monitoring the Scheme

KEY ACTION	PROGRESS
Ensure that all staff are aware of the specific requirements of this Scheme and how they impact on their individual roles (section 6.1)	* WL Implementation Plan target September 2012
Undertake an audit of the Council's ICT systems in order to ascertain whether they are able to, and do, meet the commitments given in this Scheme, and present a report to the Executive (section 6.2)	WL Implementation Plan target October 2012 - Update the audit previously undertaken
Identify options for facilitating the use of Welsh by bilingual staff when using the Council's IT systems (section 6.2)	There is a commitment in IT to develop a promotional document for staff to highlight the ICT tools and facilities available to support the use of Welsh in the workplace. The Council reported last year that the work was to be scheduled but would be available from January 2012. This target has not been met. This is now a WL Implementation Plan target for October 2012
Review the Welsh Language Skills Strategy, revise the timetable for its implementation, and implement accordingly (section 6.2)	See section 4.1 of this Monitoring Report. WL Implementation Plan target September 2012
Review all aspects of the Council's Recruitment and Selection procedures and ensure that they meet the requirements of this Scheme (section 6.2)	A new Recruitment and Selection Policy was developed and the relevant content pertaining to the WLS was included. A review all aspects of the Council's Recruitment

KEY ACTION	PROGRESS
	and Selection procedures is ongoing. WL Implementation Plan target December 2012
Ensure that an assessment of the need for specific medium of Welsh, and for vocational training to facilitate the implementation of the Scheme is an integral part of the staff appraisal process (section 6.2)	Target not met WL Implementation Plan target from April 2013
Establish procedures for ensuring that training courses for Council staff and elected include content pertaining to the WLS where appropriate (section 6.2)	Target not met WL Implementation Plan target from April 2013
Implement a programme of compulsory Language Awareness Training (LAT) sessions for new recruits, existing members of staff and Councillors (section 6.1)	A LAT programme commenced in October 2010. A Welsh Language Skills Strategy Task and Finish Group will take this work forward. WL Implementation Plan target for September 2012
Develop formal 'learning agreements' for Welsh Language training (section 6.2)	These will be developed and applied when the Council begins to advertise 'Welsh Essential' posts, and the Welsh language training programme has been reviewed. WL Implementation Plan target from April 2013
Develop a Welsh language training programme to meet the Council's needs in terms of implementing this Scheme and allocate the necessary resources in accordance with the requirements of the Welsh Language Skills Strategy (section 6.2)	The Council is currently running a Welsh language Training programme as described in section 5.1.1. The training programme and the budget for its implementation will be reviewed in the light of the revised Welsh Language Skills Strategy. WL Implementation Plan target April 2013

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Welsh Language Scheme: Implementation Plan 2012 – 2014

March 2012

Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
			GENERAL		
1	Foreword		To support the aims of the Welsh Government's strategy for the Welsh language 'A Living Language – A Language for Living', work with partners in the community to develop and implement a Welsh Language Action Plan with the aim of increasing and encouraging awareness, visibility and the use of the Welsh language in economic, social and cultural situations in Flintshire. The Flintshire Welsh Language Action Plan will reflect local circumstances and needs, Council priorities and capacity.	March 2014	Flintshire CC / Menter Iaith Sir y Fflint
			SERVICE PLANNING AND DELIVERY		
2 3	2.2 7	WLP 1 WLP 4	Develop a formal and structured procedure for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan, project, initiative on the Welsh language and the Welsh Language Scheme. Implement new procedure	September 2012 January 2013	Corporate Policy Heads of Service
4	2.3	WLP 3	Fully embed Welsh Language Scheme implementation management and monitoring within the Council's Business Planning approach	April 2013	Heads of Service

Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
5	2.3		Review arrangements for ascertaining and recording the preferred language of individuals and organisations in contact with the council	From September 2012	Head of ICT and Customer Services
6	2.4	WLP 6	Develop action plan to Implement the requirements of the Welsh Language Scheme in relation to all procurement matters.	September 2012	Procurement Unit
7			Implement action plan	From October 2012	Heads of Service
8	2.5		Statutory and regulatory functions : identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages, and develop action plan(s)	December 2013	Heads of Service
9			Implement action plan(s)	From January 2014	
10	2.6	WLP 7	Review and revise the arrangements and criteria for funding and awarding grants to third parties, e.g. voluntary organisations, community groups, individuals, etc. to reflect the requirements of this Scheme	September 2013	Corporate Policy
11			Implement new arrangements	December 2013	Heads of Service
12	2.7		Review partnership working arrangements and revise to reflect the requirements of this WLS	March 2013	Corporate Policy
13			Implement new arrangements	From April 2013	Heads of Service

Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
			COMMUNICATING WITH THE PUBLIC		
14	3.2		Review Council stationery to ascertain whether all items are fully bilingual, and amend as necessary	From December 2012	Corporate Communications Manager
15	3.2		Ensure implementation of guidance for employees on creating bilingual standard text on e-mail, 'auto-signatures', disclaimers, and 'out of office' replies	August 2012	Heads of Service
16	3.2		Audit of standard letters and translate where they are English only	July 2012	Heads of Service
17	3.3		Ensure that employees greet all external telephone calls bilingually	June 2012	Heads of Service
18	3.3		Service centres / points using an automated answering service or answer phone will provide bilingual messages	June 2012	Heads of Service
19	3.3		Ensure that employees using answer-phones / voicemail begin their recorded messages by giving a bilingual greeting, record English or bilingual messages as appropriate, and invite callers to leave Welsh or English messages	June 2012	Heads of Service
20	3.3		Identify posts in relation to help-lines, call centres and similar services	September 2012	Head of ICT and Customer Services
21			Undertake Welsh language skills assessments on these posts	September 2012	Head of HR and OD

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Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
22			Make arrangements (including training) to ensure that they provide an equal service in Welsh and English	March 2013	Heads of Service
23			Ensure that callers are aware of the option to receive a service in Welsh	September 2012	Heads of Service
24	3.4		Provide training for all receptionists / counter and front of office staff to greet members of the public bilingually	Ongoing – Next stage from December 2012	Head of ICT and Customer Services Head of HR and OD
25	3.5.3		Provide training for receptionists / counter and front of office staff to deliver a bilingual service	Ongoing – Next stage from March 2013	Head of ICT and Customer Services Head of HR and OD
26	3.5.3		Produce and display bilingual notices that inform the public that a Welsh and English service is available	Ongoing – Next stage from March 2013	Head of ICT and Customer Services Corporate Communications Manager
The Council's Public Image					
27	4.2		Conduct an audit – including identification - of all relevant Council items bearing the Council's name / logo and ensure that all such items are bilingual	From December 2012	Corporate Communications Manager Heads of Service

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Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
28	3.5 / 4.3		Conduct an audit of all signs (initially within public buildings) – permanent, temporary, fixed and portable – for which the Council or a party acting on its behalf is responsible, and ensure that monolingual signs are made bilingual	From December 2012	Corporate Communications Manager
29	4.3		Develop and issue a 'Design Guidelines' leaflet to relevant planning permission applicants which encourages them to erect bilingual signs and includes guidance on bilingual design	September 2012	Head of Planning
30	4.4		Implement a Place Names Project	March 2014	Director of Environment
31	4.6		Undertake an audit of all Council forms with a view to verifying that their format, language content, terminology and diction style comply with this Scheme, and implement a programme to revise these forms where necessary	September 2012	Heads of Service
32	4.7		Review all displays, information boards, exhibitions and ensure that they meet the requirements of the Scheme	July 2012	Heads of Service
33	4.9		Maintain a directory of Welsh medium local groups and organisations who are willing to participate in surveys and consultation exercises	Ongoing	Corporate Communications Manager
34	4.10		Establish 'control points' to ensure that those who are responsible for producing, publishing and displaying public and official notices comply with this Scheme	From December 2012	Corporate Communications / Heads of Service

Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
35	4.10	WLP 2	Identify the options available for targeting Welsh-speakers as part of recruitment campaigns in relation to 'Welsh essential' posts and present a report to the Corporate Management Team.	December 2012	Head of HR and OD
			Implementing the Scheme		
36	6.1.1	WLP 4	Establish arrangements to oversee the implementation and monitoring of the Welsh Language Scheme / new standards regime under the Welsh Language Measure at a corporate level	July 2012	Chief Executive
37	6.1.2	WLP 3	Directorate and Service Plans to include Improvement actions to ensure compliance with the Scheme	December 2012	Heads of Service
38	6.1.3		Ensure that all Members are aware of the specific requirements of the Scheme and how they impact on their individual roles	Ongoing – Next stage from June 2012	Head of Legal and Democratic Services
39	6.1.4 2.3	WLP 5	Ensure that all employees are aware of the specific requirements of the Scheme and how they impact on their individual roles	September 2012	Heads of Service
40	6.1	WLP 5	Implement a programme of compulsory Language Awareness Training sessions for new recruits, existing employees and Councillors	From September 2012	Head of HR and OD
41	6.2 3.2	WL 8	Undertake an audit of the Council's 'in-house developed' and 'supplied' ICT systems in	October 2012	Head of ICT and Customer Services

Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
			order to ascertain whether they are able to, and do, meet the commitments given in the Scheme, and present a report to the Executive (via ICT Panel or reporting on ICT Strategy)		
42	6.2	WLP 8	Identify options for facilitating and promoting the use of Welsh by bilingual staff when using the Council's IT systems, and provide training	December 2012	Head of ICT and Customer Services
43	6.2		Conduct a detailed and thorough review of the Translation Unit to meet changing organisational requirements	December 2013	Head of ICT and Customer Service
44	6.2	WLP 2	Review the Welsh Language Skills Strategy	September 2012	Corporate Policy
45			Implement the revised strategy	From October 2012	Head of HR and OD
46	6.2	WLP 2	Review all aspects of the Council's Recruitment and Selection procedures and ensure that they meet the requirements of this Scheme	December 2012	Head of HR and OD
47	6.2		Ensure that Job Application Packs are fully bilingual, including Job descriptions and Person Specification	March 2013	Head of HR and OD
48	6.2	WLP 2	Ensure that an assessment of the need for Welsh language training, vocational training though the medium of Welsh, and training to facilitate the implementation of the Scheme is an integral part of the staff appraisal process	From April 2013	Head of HR and OD

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Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
49	6.2	WLP 2 / 5	Establish procedures for ensuring that training courses for Council employees and elected members include content pertaining to the WLS where appropriate	From April 2013	Head of HR and OD
50	6.2	WLP 2	Develop formal 'learning agreements' for employees who are required or wish to learn Welsh	From April 2013	Head of HR and OD
51	6.2	WLP 2	Develop a Welsh language training programme to meet the Council's needs in terms of implementing this Scheme and allocate the necessary resources in accordance with the requirements of the Welsh Language Skills Strategy	April 2013	Head of HR and OD
52	6.3		Develop and implement a structured marketing campaign with the aim of promoting our Welsh medium services to the public and encouraging them to deal with the Council in Welsh.	December 2013	Corporate Policy Team Service Heads
Monitoring the Scheme and Reporting on the Council's Performance					
53	7.1	WLP 4	Develop and agree a formal Monitoring Plan for monitoring/verifying the implementation of the WLS at service and corporate level.	December 2012	Corporate Policy
54			Implement Monitoring Plan	From January 2013	Heads of Service

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Action Number	WLS Section	WL Priority	Key Action	Target Date	Primary Lead
55	2.3 6.1.2 7.1 7.3	WLP 4	Report progress against identified improvement actions in directorate quarterly performance reports, for consideration by the Council's Executive	April 2013	Heads of Service

APPENDIX 3

Corporate Services

Service	Post Title	Location/ Workplace	Number of Positions	Postholder(s) Welsh Speaking?	Recruitment To This Post In 2011/12?	Welsh Language Requirement?	Did We Appoint A Welsh speaker?	Condition Of Employment To Learn Welsh?
Clwyd Theatr Cymru	Senior Box Office Assistant	Clwyd Theatr Cymru	1	No	No			
	Box Office Assistant		5	Learning x 1 Yes x 1 No x 3	No			
	Relief Box Office Assistant		2	No x 2	No			
	Receptionist / Shop Assistant		4	No x 2 Yes x 2 one prefers not to speak Welsh	No			
	Relief Receptionist / Shop Assistant		2	Learning x 1 No x 1	No			

Service	Post Title	Location/ Workplace	Number of Positions	Postholder(s) Welsh Speaking?	Recruitment To This Post In 2011/12?	Welsh Language Requirement?	Did We Appoint A Welsh speaker?	Condition Of Employment To Learn Welsh?
Benefits & Advisory Services (BAS)	BAS Assistant	Mold, County Hall	4	Yes x 1 No x 3	No			
Revenues	Assistant Caller / Cash	Mold, County Hall	3	Yes x 3	No			
		Mold, County Hall	2.7	Yes x 1 No x 1.7	No			
		Buckley Town Hall	1	No	No			
		Connah's Quay County Offices	1	No	No			
		Flint, County Offices	1	No	No			
Customer Services (CS)	CS Assistant (Swithboard / Reception)	Mold, County Hall	6	Yes x 3 No x 2 Learning x 1	Yes	Essential	Yes	
	CS Assistant Public Information	Mold, County Hall	3	No x 3	No			

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Environment Directorate

Service	Post Title	Location/ Workplace	Number of Positions	Postholder(s) Welsh Speaking?	Recruitment To This Post In 2011/12?	Welsh Language Requirement ?	Did We Appoint A Welsh speaker ?	Condition Of Employment To Learn Welsh?
Management Support & Performance	Senior Administration Assistant	General Office, County Hall, Mold	1	No	No			
	Administration Assistant		3	Yes x 1 No x 2	No			
Highways & Transportation	Senior Administration Officer	Alltami Depot	1	No	No			
	Administration Officer		2	No x 1 Learning x 1	No			
	Enquiry Assistant	Mold bus Station	1	No	No			
Countryside Services	Weekend Receptionist	Connah's Quay, Wepre Park	1	No	No			
	Administration Officer		1	No	No			

Community Services Directorate

Service	Post Title	Location/ Workplace	Number of Positions	Postholder(s) Welsh Speaking?	Recruitment To This Post In 2011/12?	Welsh Language Requirement?	Did We Appoint A Welsh speaker?	Condition Of Employment To Learn Welsh?
Administration	Receptionist	Flint, County Offices	1	No	No			
		Holywell Area Office	2	No	Yes	Essential	No	
		Connah's Quay Area Office	3	Yes x 1 No x 2	Yes	No Requirement	No	No
		Mold, County Hall	1	No	No			
		Mold, Town Hall	2	Yes x 1 No x 1	No			

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Lifelong Learning Directorate

Service	Post Title	Location/ Workplace	Number of Positions	Postholder(s) Welsh Speaking?	Recruitment To This Post In 2011/12?	Welsh Language Requirement?	Did We Appoint A Welsh speaker?	Condition Of Employment To Learn Welsh?
Libraries, Culture and Heritage	Receptionist	Greenfield Valley	2	Yes x 2	Yes	Essential	Yes	No
Leisure Services	Connah'sQuay Swimming Pool	Receptionist	3	Yes x 1 No x 2	No			
	Buckley Leisure Centre		4	Yes x 2 No x 2	Yes	No Requirement	No	
	Deeside Leisure Centre		12	Yes x 1 No x 11	No			
	Flint Pavillion Leisure Centre		4	Yes x 1 No x 3	Yes	No Requirement	No	
	Mold Leisure Centre		4	Yes x 3 No x 1	No			
	Holywell Lesiure Centre		6	Yes x 3 No x 3	Yes	No Requirement	No	No

Performance Indicator WLI 1: the percentage of a sample of contracts with third parties monitored which comply with the requirements of the Welsh Language Scheme.

Community Services Directorate	
Contract	**Comments**
Young People Floating Support Service To provide low level support to young people aged 16-25 (both genders) who need support to maintain independent accommodation / tenancy and may have complex support needs.	Contract content **complies** with the Welsh Language Scheme (WLS). Although there is no reference to the Welsh language in the section entitled 'Specification' which details to service to be provided, the draft 'Form of Agreement' includes a requirement to deliver any services in Welsh or English according to customer preference, and for all standard letters and circulars to be bilingual. It is also stated elsewhere in the tender documentation that the provider will be required to comply with the Council's Welsh Language Scheme. In addition, those who are invited to tender are invited to detail their experience of meeting the Council's Welsh Language Scheme.
Advocacy Support Service For adults aged 19+ with learning disabilities	Contract content **does not comply** with the WLS. There is no reference to the Welsh language in the section entitled 'Specification'. The 'Form of Tender' document does include a section entitled 'Welsh Language Requirements', however, the stated requirements do not appear to relate to the service to be delivered. This section also states a requirement to comply with the Welsh Government's Welsh Language Scheme, rather than the Council's Welsh Language Scheme. This wording is also used in the Supported Living Schemes, and Provision of Maintenance Crews for Pre-Surface Dressing Patching contracts below
Provision of 50+ Forum Development Worker in Flintshire To work with community groups, local forums and the 50+	Contract content **does not comply** with the WLS as neither of the sections entitled 'Specification' and 'Flintshire County Council Policies' include content regarding the WLS. The tender documentation bundle includes a Job Description / Person Specification which states that the ability to communicate in Welsh is desirable rather than essential.

Advisory Group to develop effective and sustainable means to involve, consult and communicate with older people	
Supported Living Schemes Provision of direct care and support across two supported living properties. 3 people will live in each property. It is likely that tenants in each of the properties will have autism.	Contract content **does not comply** with the WLS. There is no reference to the Welsh language in the section entitled 'Specification'. The 'Form of Tender' document does include a section entitled 'Welsh Language Requirements'. However, the stated requirements do not appear to relate to the service to be delivered. This section also states a requirement to comply with the Welsh Government's Welsh Language Scheme, rather than the Council's Welsh Language Scheme. This wording is also used in the Advocacy Support Contract above.
Homecare Monitoring Provision of a new Homecare Electronic Call Monitoring System.	The Welsh Language Scheme does not apply to this contract. It is therefore deemed that contract content **complies** with the Welsh Language Scheme. However, the contract includes two clauses which state (i) tenders must be submitted in English, and (ii) any tender that fails to use the English language will be rejected. Bearing in mind the Council's commitment to treat the Welsh and English languages on a basis of equality, and our commitments and existing arrangements with regard to document translation, the aforementioned clauses appear to conflict with the commitments mentioned above. It should also be noted that the Welsh language now has official status in Wales.
Supporting People Options Appraisal Provision of an Options Appraisal for the North Wales Regional Supporting People Planning Group.	Contract content **complies** with the WLS. A clause in the section entitled 'Specification' states a requirement to consult service users, and to make arrangements to consult in Welsh. However, it should be noted that an earlier section entitled 'Flintshire County Council Policies' includes a Welsh Language Scheme sub-section which states that there are no Welsh language requirements in relation to the contract.

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Environment Directorate

Contract	Comments
Traffic Signal Maintenance Covering the six North Wales Local Authorities	Contract content **complies** with the WLS in that it specifies a requirement for bilingual signs. However, whilst a Welsh Language section refers to the need to comply with the Welsh Language Act 1993, it does not include any reference to the Council's Welsh Language Scheme. It should be noted that the tender invitation states that tenders and supporting documents may be written in Welsh or English.
Carriageway Resurfacing	Contract content **complies** in that it specifies a requirement for bilingual signs.
Provision of Maintenance Crews for Pre Surface Dressing Patching at various sites throughout the County of Flintshire.	Contract content **does not comply** with the WLS. There is no reference to the Welsh language in the section entitled 'Specification'. The 'Form of Tender' document does include a section entitled 'Welsh Language Requirements' and this makes reference to the Welsh Language Act 1993 and Flintshire County Council's Welsh Language Scheme [Policy]. However it also states a requirement to comply with the Welsh Government's Welsh Language Scheme, rather than the Council's Welsh Language Scheme. This wording is also used in the Supported Living Schemes and Advocacy Support Service Contracts above.
Cycle Training Provision of a National Standards Cycle Training Scheme for Flintshire and Wrexham Primary School Pupils and other that may be interested, e.g. Scout Groups	Contract content **complies** in that it specifies the relevant requirements of the WLS.
Shotton Primary School	Contract content **complies** with the WLS in that there is a specific requirement for the erection of bilingual signs.

Clwyd Theatr Cymru	
Contract	**Comments**
Clwyd Theatr Cymru Consultancy Undertake a feasibility study for the refurbishment of Clwyd Theatr Cymru	Contract content **does not comply** with the WLS. Whilst the tender document includes references to the Welsh Language Act 1993 and the Council's Welsh Language Scheme, it does not specify a requirement to comply with them. The contract involves close liaison with relevant stakeholders, but there is no requirement to consult in Welsh.

Of the twelve contracts monitored:

- 7 (58%) comply with the Welsh Language Scheme. This figure includes the contract to which the Welsh Language Scheme did not apply.
- 5 (42%) do not comply with the Welsh Language Scheme

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13 (MONTH 3)**

1.00   PURPOSE OF REPORT

1.01   To provide members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02   **INDEX OF CONTENTS**

EXECUTIVE SUMMARY

2.01   Members are requested to note the projected year end position as estimated at Month 3 which is :

- Council Fund - Net overspend of £1.053m

- Housing Revenue Account - Net overspend of £0.030m

3.00   CONSIDERATIONS

COUNCIL FUND

3.01   The table below shows a projected in-year overspend of £1.053m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 2	Month 3	Month 2	Month 3	Month 2	Month 3
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.422	-	(0.221)	-	(0.138)	-	(0.083)
Environment	31.794	31.785	-	(0.123)	-	(0.123)	-	-
Lifelong Learning	109.219	109.213	-	1.303	-	1.324	-	(0.021)
Corporate Services	17.469	17.489	-	(0.002)	-	(0.002)		
Total Directorates	**216.919**	**216.909**	-	**0.957**	-	**1.061**	-	**(0.104)**
Central and Corporate Finance	25.759	25.769	-	0.096	-	0.096		
Total	**242.678**	**242.678**	-	**1.053**	-	**1.157**	-	**(0.104)**

3.02   The Original Budget column reflects the budget approved by Council on the 1st March 2012. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03   The significant in-year projected variances to date are detailed in Appendices 1 - 5 (Council Fund) and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

3.04   As shown in the table above the main reason for the overall projected overspend is a currently forecast overspend of £1.303m within Lifelong Learning, comprising of Leisure £0.399m, School Improvement Service £0.073m, Schools related £0.345m, Service Units £0.245m, Facilities £0.274m, offset my minor savings of £0.033m.

The outturn report for 2011/12 detailed a number of these budget pressures which would continue into the current financial year and outlined the actions that were being taken to address them. These were also highlighted in the Month 2 monitoring report which was considered by Cabinet in July.

Full details of the reasons for the variances are shown in Appendix 3, from where it can be seen that in addition to the historic pressures described above, there are also a small number of emerging new pressures. Appendix 3 also details the specific management actions that are in place to reduce these overspends, including the consideration of some of these pressures for ongoing funding within the budget process for 2013/14.

Within the Leisure Service the £8m refurbishment of Leisure Centre Provision in Flint and Deeside has been completed. The business plans for each centre highlighted the need for the Council to invest revenue funding to support the new facilities in their first year of operation. It is now recommended that £0.361m is allocated from contingency as a one-off investment for this purpose.

3.05   It is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year. As part of the ongoing work to develop the MTFP, opportunities to generate efficiencies are being explored including those that may have a positive impact on the 2012/13 projected outturn.

3.06   The projected outturn for Central & Corporate Finance reflects additional corporate "windfall" income of £0.081m, arising from payment of a claim against Welsh Government for costs in respect of staff time incurred in supporting the recent Housing stock transfer tenants consultation and ballot. A total of £0.100m was claimed for staff time, which has been apportioned as appropriate between the Council Fund (£0.081m) and the HRA (£0.019m).

RISKS / ASSUMPTIONS

3.07   The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1.   Community Services

- Social Services for Adults
  - Occupational Therapy service - increased demand
- Social Services for Children
  - Out of county placements - demand led with volatility influenced by numbers and high values of individual placements
  - Family Placement - increases in foster care places / court orders for Residence and Specific Guardianship

- Housing Services
  - Homelessness - projected high demand influenced by current economic climate and recent welfare reform

2.   Environment

- Streetscene
  - Delay to full implementation of the 6 day working week

3.   Lifelong Learning

- Facilities
  - Catering - overspend projected but possible mitigation from project plans following APSE review
  - Cleaning - loss of contract income including Mold Law courts require service and budget restructuring
- Development & Resources
  - Free school meals and remissions - influenced by economic factors
- Ringfenced budgets
  - Out of county placements - demand led with volatility influenced by numbers and high values of individual

placements

4.   Corporate Services

- Welfare Reform
  - The likely impact of welfare reform is currently being assessed and will be reported to Cabinet as soon as any pressures have been identified

5.   Housing Revenue Account

- Single Status
  - Possible impact of Single Status agreement - any impact will need to be funded within HRA as it is a ringfenced account

4.00   NON STANDARD INFLATION

4.01   Included in the budget is an amount of £0.078m in respect of Energy for Street Lighting, £0.300m in respect of Energy, £0.196m in respect of Fuel and £0.133m in respect of Food. These budgets are being monitored closely and the funds will be released when a full assessment of the need has been completed. The current projected outturn assumes that these amounts will be required in full.

5.00   UNEARMARKED RESERVES

5.01   The 2011/12 final outturn reported to Cabinet on 10th July showed unearmarked reserves at 31st March 2012 (above the base level of £5.476m) of £0.992m, after taking into account commitments in 2012/13 :

- Use of £0.973m to meet one-off / time limited costs

- Ringfencing of £1.500m to support Organisational Change costs

5.02   Appendix 6 details the movements to date on unearmarked reserves and the level of contingency sum remaining. As a result of these movements the current projected level of the contingency reserve at the end of March 2013 is an overdrawn amount of £0.422m. However as noted in section 3.05 it is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year which will also have a positive effect on the contingency reserve.

6.00   HOUSING REVENUE ACCOUNT

6.01   On 21st February 2012, the Council approved a Housing Revenue Account (HRA) budget for 2012/13 of £26.671m. The budget provided for a closing balance of £0.867m, which at 3.25 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.02   The 2011/12 final outturn reported to Cabinet on 10th July 2012 showed a closing balance at the end of 2011/12 of £1.857m (subject to audit) which was £0.753m more than when the 2012/13 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.

6.03   At Month3 there is an overall projected overspend of £0.030m and a projected closing balance of £1.590m, which at 6 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04   Appendix 7 details the reasons for variances occurring to date and the actions planned to deal with them.

6.05   The projected outturn reflects provision for the following item which it is recommended be funded by way of allocations from the HRA balances.

•   Provision of £0.050m for possible exit costs (redundancy / pension fund strain payments) arising from completion of service reviews.

6.06   Following the outcome of the tenants ballot on a possible stock transfer, the Council are reviewing plans to achieve the Welsh Housing Quality Standard at the earliest opportunity. It may help to speed up the release of surplus revenue funding within the HRA to provide additional capital funding through CERA contributions towards the HRA capital programme. It is recommended that delegated authority be granted to the Head of Housing to allocate additional CERA contributions from HRA balances over and above the required level of 3 % of total expenditure.

7.00   RECOMMENDATIONS
7.01   Members are recommended to :-
a)   Note the overall report and the management actions being taken to address the projected overspend

b)   Note the Council Fund contingency sum (overdrawn balance) as at 31st March 2013 (paragraph 5.02)

c)   Approve the allocation of £0.361m from contingency as a one-off investment to support the new Leisure facilities in their first year of operation (paragraph 3.04)

d)   Note the projected final level of balances on the Housing Revenue Account (paragraph 6.03)

e)   Approve that delegated authority be granted to the Head of Housing to allocate additional CERA contributions from HRA balances over and above the required level of 3 % of total expenditure (paragraph 6.06)

8.00   FINANCIAL IMPLICATIONS
8.01   The financial implications are as set out in Sections 3.00 - 6.00 of the report.

9.00   ANTI POVERTY IMPACT
9.01   None

10.00   ENVIRONMENTAL IMPACT
10.01   None

11.00   EQUALITIES IMPACT
11.01   None

12.00   PERSONNEL IMPLICATIONS
12.01   None

13.00   CONSULTATION REQUIRED
13.01   None

14.00   CONSULTATION UNDERTAKEN
14.01   None

15.00   APPENDICES
15.01   Council Fund Variances - Appendices 1 - 5
          Council Fund - Movements on unearmarked reserves - Appendix 6
          Housing Revenue Account Variances - Appendix 7

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

Contact Officer: Steven Gadd
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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	6.175	5.893	(0.282)	Extra Care projected underspend on new scheme of £0.100m due to timeframe for completion. In-house Domiciliary Care underspend (£0.153m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. The additional variance relates to work which is yet to be undertaken to realign the budgets following the transport review.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme and realign budgets as appropriate.
Reablement Service (Intake and Reablement)	0.330	0.210	(0.120)	Pay costs being suppressed due to the use of Homecare staff, vacant post and part year appointments (£0.107m) together with additional Health income (£0.020m) offset by various small overspends.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.497	16.605	0.108	The significant variances lie within Physical Disability Services Independant Sector Homecare with a projected overspend of (£0.242m) due to the net impact of one joint care package with Health. This is partially offset by a projected underspend in independent sector residential care underspend (£0.301m) which reflects current clients.	This is a complex case and will be kept under review. Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Reviewing (Localities)	0.198	0.156	(0.042)	This is a result of a vacant post yet to be filled.	Unlikely to be recurring.
Safeguarding Co-ordinator (Localities)	0.088	0.048	(0.040)	This is a result of a vacant post yet to be filled.	Unlikely to be recurring.
Resources and Regulated Services (Disability Services)	12.283	12.376	0.093	The main cause of the variance relates to work yet to be undertaken to realign the budgets following the transport review.	A review of transport budgets across adults services is currently being undertaken as part of the ongoing work of TSSA.
Vulnerable Adults and Disability Services (Disability Services)	2.431	2.374	(0.057)	This mainly relates to vacant posts (£0.034m), staff travelling (£0.014m) and supplies and services (£0.009m) expected to underspend.	Keep under review.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.301	0.183	(0.118)	Reflects current client packages for 2012/13.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. Reduced budget in 12/13.
Ringfenced Budgets (Learning Disability)	0.465	0.678	0.213	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages.	Keep under review and consider a budget realignment from the Ringfenced Budgets (Learning Disability) to reflect current clients within the
Commissioning (Development & Resources	0.902	0.861	(0.041)	This variance relates to vacancies not yet filled.	Unlikely to be recurring.
Vacancy Management (Development & Resources)	(0.100)	0.000	0.100	This will be allocated against vacant posts.	Monitor in year vacancy savings to apply.

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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.833	2.122	0.289	The overspend is mainly as a result of an increase in the number of foster care places within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has commenced the outcome of which will inform future planning and possible efficiencies.
Family Support (Children's Services)	0.341	0.263	(0.078)	The underspend in this service is mostly due to a reduction in the use of sessional staff following an embargo and a review of thresholds. The use of sessional staff can fluctuate monthly depending on	Continue to keep under review.
Grants (Children's Services)	0.117	0.064	(0.053)	Awaiting finalisation of initiatives coming on stream this financial year.	Continue to keep under review.
Other Residential (Children Services)	0.526	0.476	(0.050)	The projected underspend relates to the opening of Arosfa being later than anticipated.	Keep under review due to the potential for additional costs relating to transport charges.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.320	5.487	0.167	This is a complex part of Children Services and there are a number of areas overspending which are offset by areas underspending. However the main reason for the overspend is the transfer of responsibility for two service users from the Out of County ringfenced budget (£0.150m).	Keep under review. The Head of Service (Children) has instigated a review into the specifics around these two service users.
Out of County Pooled Budget (Children's Services)	3.711	3.557	(0.154)	Costs reflect existing placements up until March 2013. This reflects known reductions in payments to providers following re-negotiation of contracts.	The focus of high cost placements is now a North Wales project and will continued to be reviewed. The in house project requires sign off by the two directors at the next meeting.
Resident Wardens (Housing Services)	1.236	1.169	(0.067)	Budget based on restructure. Salaries carry vacancies for the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	5.768	5.679	(0.089)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	**58.422**	**58.201**	**(0.221)**		

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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Industrial Units	(1.482)	(1.428)	0.054	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommisioning the Shotton Power Station site. Income shortfalls are partly mitigated by savings in vacant posts at Deeside Enterprise Centre	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.088	0.065	(0.023)	Ty'r Binwydden has budget provision for £21k but is no longer an active site. However, there is the potential for additional expenditure on vacant schools in Connah's Quay which could offset this underspend.	Review of site budgets necessary in line with asset management programme
Agricultural Estates	(0.157)	(0.177)	(0.020)	Land Agent Vacancy	
Administration Buidlings	1.228	1.205	(0.023)	Energy Efficiency Measure in place. Projected expenditure currently based on 2011/12 actuals	
Corporate Property & Design	1.922	1.885	(0.037)	Net Vacancy Savings	
Property Asset & Development	0.530	0.505	(0.025)	Net Vacancy Savings	
Car Parks	0.025	0.059	0.034	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Highways Policy and Development Control	0.413	0.420	0.007	Additional IT costs for the CAMS System	
Transportation	1.646	1.622	(0.024)	Net Vacancy Savings	
Business & Strategy	1.405	1.465	0.060	Additional costs associated with pay protection following the Streetscene Service Review	
Waste Disposal & Waste Collection	9.201	9.334	0.133	Cost of overtime payments to operatives (pre part 3 agreement) totalling £300k plus additional vehicle requirements as a result of the phased roll out of the full Saturday collection service of £140k. This is partly mitigated by £300k due to the increased recycling levels from the implementation of Managed Weekly Collections which not only reduces landfill and tipping charges but increases the level of recycling income.	Keep tonnage levels closely monitored to establish if further savings can be achieved to fully mitigate the costs.
Fleet Services	(0.222)	(0.232)	(0.010)	Outturn based on estimated figures and assumes NSI Fuel budget being allocated for £221,497	
Planning Control	0.367	0.441	0.074	Planning fee income has reduced against projections due to the ongoing economic climate and it is at this early stage anticipated to be short of target.	Partially offset by salary savings within the Planning service

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Service Development & Support	0.236	0.215	(0.021)	Part time salary savings	
Management Support & Performance	1.147	0.977	(0.170)	Vacancy Savings totalling £147k (5 posts 2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation.	
Public Protection	3.542	3.383	(0.159)	Vacancy Savings totalling £204k (3 x EHO 2 x EO 1 x Admin) ahead of the Service Review being implemented, offset by income shortfalls in Pollution Control	
Markets	(0.101)	(0.064)	0.037	Anticipated income shortfalls from Mold Indoor Market of £39k, which is partially offset by increased income at Flint	This overspend will be met from anticipated underspends in other areas of the Regeneration service.
Other variances (aggregate)	11.998	11.987	(0.011)	A number of variances of no more than £0.012m individually.	
Total :	**31.785**	**31.662**	**(0.123)**		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Leisure Services	3.657	4.056	0.399	**There a a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.**	
				In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £173k over the last 4 years, this is despite inflationary increases in admission prices and promotions.	A tarfiff review is being undertaken across the whole of Leisure Services. Work is being conducted to review operational efficiency and performance at all facilities.
				Three posts within Leisure Services are unbudgeted for due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £120k including on-costs.	Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures. Revisit organisational design principles.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
				The following presures have been identified during the first 3 months of 2012/13:	
				1) The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £25k which is unfunded.	The in year recharges for these services are to be revisited and recharged accordingly.
				2) A review of music licensing has identified additional liabilities resulting in a cost increase of £37k.	A budget pressure bid for this has been submitted for 2013/14.
School Improvement Service	1.403	1.476	0.073	A new pressure has been identified relating to software and licence costs of £70k. These costs are required to underpin the Regional School Effectiveness and Improvement Service.	A budget pressure bid for this has been put forward for 2013/14.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Schools Related	(1.711)	(1.366)	0.345	Changes within Service Level Agreements (SLA's) with schools of £243k have been included. A budget pressure bid is currently lodged for this which may be mitigated if all parties can take corrective action by April 2013. Music Services are forecasting an overspend of £102k based on current levels of income and expenditure. A project group has been established to review the music service.	Budget holders are to take decisions where required to reduce expenditure accordingly, and to begin charging schools which haven't signed up for SLAs with a particular agreement for any services they subsequently require. The Music Services project group has recently been established with a key aim of minimising the in-year overspend and developing a sustainable financial and operational model for the service moving forward into 2013/14.
Service Units	1.650	1.895	0.245	A budget pressure bid of £0.144k has been submitted for the current overspend within free school meals as the claims for this continue to increase in the same trend as the previous financial year. A similar pattern exists for School remissions (£0.085k) where a pressure bid has also been submitted.	Both of these elements of the budget are being carefully monitored and the pressure bids can be altered accordingly as the year proceeds in order to keep pace with changes within the wider economic climate.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Facilities Services	1.159	1.433	0.274	The Catering Service (£217k) is developing radical proposals in order to modernise via projects such as on-line payments for parents, rebranding, targeting increased take-up strategies, improved/themed menu's, cost reduction/procurement. The draft APSE review has be used to form the basis of this strategy. Any efficiencies generated from this aren't likely to be realised until the next financial year.	Service needs to continue to implement the agreed strategy for efficiencies.
				The Cleaning Service (£0.057) is unable to recover the surplus generated from the Law Courts contract and some other smaller sites. A large income target still exists which is unattainable with a lower level of cleaning activity taking place.	This is the subject of management action and service redesign and a budget pressure bid for 2013/14.
Other variances (aggregate)	103.055	103.022	(0.033)	Multiple variances under £0.050m.	
Total :	**109.213**	**110.516**	**1.303**		

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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Chief Executive	2.287	2.261	(0.026)	-**£0.026m** vacancy savings relating to delays in the implementation of the Policy Unit Service Review.	
Finance	4.390	4.385	(0.005)	**£0.028m** pressure relating to the Royal Mail price increases of 39% in April 2012. -**£0.033m** vacancy savings relating to the delays in the implementation of the Finance Function Review	A budget pressure for postage has been submitted as part of the 2013/14 budget process.
Legal & Democratic Services	3.397	3.397	0.000		
Human Resources & Organisational Development	2.242	2.296	0.054	**£0.054m** pressure CRB checks	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.
ICT & Customer Services	5.173	5.148	(0.025)	**£0.005m** pressure relating to the final Design & Print costs -**£0.030m** vacancy savings relating to the Customer Services Review.	
Total :	**17.489**	**17.487**	**(0.002)**		

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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.440	2.265	(0.175)	There is additional windfall income of £0.081m, which takes account of the recent settlement by Welsh Government of the Council's claim for additional costs for staff time incurred on the Housing stock transfer consultation/ballot project. Windfall income levels will be monitored closely and reported on in future monitoring reports.	Levels of unbudgeted income will continue to be monitored closely and reported on in future monitoring reports.
				A saving of £0.061m has been identified due to a budget provision within an insurance fund (relating to a potential liability for historic asbestos issues) which is now not required	
				Other variances include a decrease in Audit Fees of £0.012m, a decrease in Other Buildings income of £0.009m, an increase in Additional Superannuation costs of £0.038m, cheques written back of £0.011m and a decrease in Bank Charges of £0.011m .	
				A decrease in Other Miscellaneous Expenditure of £0.046m.	

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Corporate - other	3.867	3.946	0.079	An overspend of £0.079m against the regional transformation fund following external audit requirements of the lead authority (Conwy CBC) on accounting treatment of balances.	This is a one-off budget pressure in 12/13. Notification by Conwy of the change in treatment was not received until after the 12/13 budget was approved.
Central Service Recharges	(1.968)	(1.776)	0.192	Shortfall of internal income recovered from trading accounts and HRA	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.
Other variances - aggregate	21.430	21.430	0.000		
Total :	**25.769**	**25.865**	**0.096**		

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2012	9.029	
Less - Base Level (inclusive of increase of £0.088m agreed as part of the 2012/13 budget)	(5.564)	
Total Reserves above base level		3.465
Less amount approved in 2011/12 as being ringfenced for Investment in Change	(1.500)	
Less allocation from contingency reserve to meet one-off / time limited costs in 2012/13 (approved in 2012/13 budget and allowed for in calculation of 2011/12 final outturn on contingency reserve)	(0.973)	
Amount available for delegation to Cabinet		0.992
Less allocation from contingency reserve as a one-off investment to support the new Leisure facilities in their first year of operation (recommendation 7.01.c)	(0.361)	
Less Projected overspend as at 31st March 2013	(1.053)	
Projected Level of Total Contingency Reserve as at 31st March 2013 (Overdrawn)		**(0.422)**

Note :-
See paragraph 3.05 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget.

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Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Finance and Support	2,456	2,286	-170	Redundancy costs - Delays experienced in completing the restructures in 11/12 mean expected costs forming part of 12/13 revenue. Support recharges reflected at 2011/12 costs.	Agreement to transfer £50k from HRA reserve to cover expected redundancy/pension costs. Monitor towards year end
Capitalised Salaries	1,075	628	-447	Recruitment of Disabled Adaptations team is ongoing. This is hoped to be implemented in Qtr2	Recruit to posts
CERA	3,937	4,187	250	Additional £250k required for maisonettes	Request to transfer £250k from HRA reserve to cover expected costs.
Other variances (aggregate)	-7,231	-6,834	397		
Total :	237	267	30		

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 SEPTEMBER 2012

REPORT BY: HEAD OF HUMAN RESOURCES AND
                  ORGANISATIONAL DEVELOPMENT

SUBJECT: WORKFORCE INFORMATION QUARTER 1

1.00   PURPOSE OF REPORT

1.01   To provide Cabinet members with an update for the first quarter of 2012/13. This report provides details of the following:

Establishment
Headcount
Agency
Early Retirements (Bi-annually)
Turnover
Diversity
Absence

2.00   BACKGROUND

2.01   The format of the detailed Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02   This report now includes additional details on agency workers including number of placements, level of spend and the savings which have been achieved through the Matrix Contract and information on Early Retirements, the latter being reported bi-annually.

2.03   The format of this accompanying report has been adapted to provide commentary on changes and trends that have occurred during the quarter on an exceptional basis.

3.00   CONSIDERATIONS

Establishment

3.01   As referred to last quarter, work has been undertaken on cleansing the establishment data and there are now no **Not Recorded** positions on the Establishment Report.

As reported at the end of year 2011/12 further reductions have taken place in the number of vacancies. The number of vacancies reported has reduced by 33% with the largest group being in Schools. This reduction has come about because of the removal of supply positions not paid in the previous twelve months.

A number of vacancies will remain on the structure where, for example, a Service Review is taking place or in the case of Clwyd Theatr Cymru which operates with a number of vacancies due to the seasonal nature of some of the work.

Headcount

3.02   There are no major changes in trends to report.

Agency

3.03   The statistics below provide a breakdown of the average number of agency workers per month and the associated expenditure. As predicted in the report last quarter, the number of workers has reduced month on month following recent recruitment activity within Environment.

Month	Spend £	Net Savings £	Net Savings %	Average number of agency workers (placements)
April	£203,644.49	£25,073.22	12.31%	180
May	£181,055.39	£22,143.94	12.23%	109
June	£147,020.03	£18,770.78	12.77%	103

Please note: the number of placements within this section refers to the average number of active placements over a given month compared to the Headcount report which shows the number of active placements on a given day, i.e. 30 June.

3.04   The number of temporary placements within Environment which exceed 12 weeks dropped dramatically by 63% compared to the last quarter. Figures taken from Matrix at the end of June 2012 illustrate an overall trend across the whole council. When compared to the previous quarter, there has been a reduction of 78% in the number of placements over 12 weeks.

3.05   The Agency net savings for the first quarter for the financial year 2012/13 are £52,203.94, compared to £89,504.41 savings for the first quarter for the financial year 2011/12. This is due to a 34% reduction in the use of agency workers in quarter 1 this year, when compared to the same period in the previous year.

Early Retirements

3.06   There were 21 Early Retirements for the period January to June 2012. All of these Early Retirements were on the grounds of redundancy, with a total cost of £844,514

Turnover

3.07   The turnover this quarter has increased by 24% when compared to the same period last year. This is largely as a result of leavers at the Theatre as referred to in section 3.01.

Diversity

3.08   There are no major changes in trends to report

Absence

3.09 With regards to the first quarter's absence the number of days lost has increased when comparing it to the same period last year. When looking across previous years there is still a downward trend. The late return of paperwork from the Directorates, to confirm that employees have returned back to work, usually leads to this figure reducing as we move through year.

Average FTE Days Lost

	2008/ 09 Actual FCC	All Wales Avg Whole Year 2008/09	2009/ 10 Actual FCC	All Wales Avg Whole Year 2009/10	2010/ 11 Actual FCC	All Wales Avg Whole Year 2010/11	2011/ 12 Actual FCC	All Wales Avg Whole Year 2011/12	2012/ 13 Actual FCC	2012/ 13 Target FCC
Qtr 1	2.63		2.42		2.27		2.27		2.64	2.30
Qtr 2	2.37		2.33		2.19		2.17			2.00
Qtr 3	3.28		3.03		2.87		2.89			2.50
Qtr 4	3.32		3.04		3.03		3.21			3.00
Whole Year	11.61	11.5	10.83	10.9	10.36	10.34	10.54	10.9	2.64	9.80

3.10 Within the Council there continues to be a focus on managing attendance levels through the Attendance Management Policy. Monthly absence reports are issued highlighting long term sickness and triggers for short, frequent absences.

These reports assist management teams to act quickly with the aim of reducing the number of cases which are not managed in the early days of absence, or to identify any underlying causes for the absences.

Where necessary some of the long term cases are proceeding to the formal level of the Attendance Management Policy at which time consideration is given to ceasing employment where there is no likelihood of a return to work.

In addition, specific actions and initiatives are being identified, and planned, for service areas where absence is high.

100 % Attendance - Flintshire

3.11 When looking at the first quarter 75% of all employees have had 100% attendance. This is only slightly down on the same quarter last year. Overall this means that over 6,300 employees did not have any sickness absence during the first quarter of 2012/13.

	2010/11 Actual	2011/12 Actual	2012/13 Actual
Quarter 1	78	77	75
Quarter 2	78	84	
Quarter 3	65	75	
Quarter 4	69	67	
Whole Year	40	42	

100 % Attendance by Directorate

3.12 When looking at each Directorate, Corporate Services and Lifelong Learning have the highest rates of 100% attendance at 81% and 78% respectively. These figures are between 6% and 3% higher than the rate for the Council.

	2011/12					2012/13				
	Q1	Q2	Q3	Q4	Whole Year	Q1	Q2	Q3	Q4	Whole Year
Community Services	74	78	70	65	34	69				
Corporate Services	79	86	80	73	44	81				
Environment	76	78	77	70	45	76				
Lifelong Learning	76	82	77	70	43	78				
Schools	77	89	74	65	45	76				

Community Services

3.13 Within the Community Services the figures for absence this quarter have increased by over one day per full time equivalent employee when compared to the same period last year. This is the highest absence rate across the Council.

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC	2012/13 Dir	2012/13 FCC
Quarter 1	3.84	2.42	3.39	2.27	3.02	2.27	4.09	2.64
Quarter 2	3.77	2.33	3.88	2.19	3.6	2.17		
Quarter 3	4.39	3.03	3.89	2.87	4.49	2.89		
Quarter 4	4.42	3.04	3.94	3.03	4.11	3.21		
Whole Year	16.4	10.8	15.10	10.36	15.2	10.54		

Social Services for Adults currently accounts for 49% of this absence. The management team will be focussing on both long and short term absence to identify if there is anything more which can be done to improve attendance levels, for example through Occupational Health involvement in individual cases.

Corporate Services

3.14   Within Corporate Services, the figures for absence, at the end of the first quarter for 2012/13, are the lowest for the Council at 1.49 days lost. This compares very favourably to the overall figure for the Council.

	2009/ 10 Dir	2009/ 10 FCC	2010/ 11 Dir	2010/ 11 FCC	2011/ 12 Dir	2011/ 12 FCC	2012/ 13 Dir	2012/ 13 FCC
Quarter 1	1.98	2.42	1.37	2.27	1.44	2.27	1.49	2.64
Quarter 2	2.32	2.33	1.88	2.19	1.63	2.17		
Quarter 3	2.30	3.03	1.84	2.87	1.64	2.89		
Quarter 4	2.00	3.04	1.60	3.03	2.05	3.21		
Whole Year	8.61	10.8	6.69	10.36	6.75	10.54		

There are relatively few employees within Corporate Services whose absence hits the short and long term sickness absence triggers. Although Corporate Service continues to meet the Council's attendance target, absence is pro-actively managed under the Attendance Management Policy.

Environment

3.15   Within Environment, the levels of absence have increased when compared with the same quarter last year. This increase is from 2.45 days lost per full time equivalent to 2.93. Environment has the second highest rate of absence in the Council.

	2009/ 10 Dir	2009/ 10 FCC	2010/ 11 Dir	2010/ 11 FCC	2011/ 12 Dir	2011/ 12 FCC	2012/ 13 Dir	2012/ 13 FCC
Quarter 1	1.76	2.42	2.27	2.27	2.45	2.27	2.93	2.64
Quarter 2	2.33	2.33	2.27	2.19	2.86	2.17		
Quarter 3	2.87	3.03	2.69	2.87	3.27	2.89		
Quarter 4	3.16	3.04	3.24	3.03	3.77	3.21		
Whole Year	10.2	10.8	10.5	10.36	12.4	10.54		

Streetscene continues to be a priority for the Directorate and the targeted approach being undertaken with HR supporting Supervisors to progress cases to the formal stages of the Attendance Management Policy will continue and. it is hoped, will soon be making a positive impact.

Discussions have taken place with Occupational Health colleagues about exploring a multi-disciplinary case management approach, with a pilot planned for Waste Services (collection and disposal) to commence on 1st October 2012.

Lifelong Learning

3.16 Within Lifelong Learning the figures for absence have decreased this quarter when compared to the same period last year.

	2009/ 10 Dir	2009/ 10 FCC	2010/ 11 Dir	2010/ 11 FCC	2011/ 12 Dir	2011/ 12 FCC	2012/ 13 Dir	2012/ 13 FCC
Quarter 1	2.58	2.42	2.51	2.27	2.76	2.27	2.61	2.64
Quarter 2	2.93	2.33	2.50	2.19	2.33	2.17		
Quarter 3	3.40	3.03	3.26	2.87	2.78	2.89		
Quarter 4	3.06	3.04	3.02	3.03	3.25	3.21		
Whole Year	**11.9**	**10.8**	**11.3**	**10.36**	**11.1**	**10.54**		

The Development and Resourcing section has the highest number of days lost at 3.54. A closer look at long term absence in this area has highlighted a need to focus on Catering and Cleaning which accounts for 75% of this figure. The management team for these areas will, during the next quarter, focus on these long term sickness cases to identify if there is anything more which can be done through pro-active intervention.

Schools

3.17 Within Schools, the levels of absence have increased slightly with 2 days lost per full time equivalent employee. This is an increase when compared with the same period last year. Nevertheless, Schools remain the second lowest in sickness absence for the Council as a whole.

	2009/ 10 Dir	2009/ 10 FCC	2010/ 11 Dir	2010/ 11 FCC	2011/ 12 Dir	2011/ 12 FCC	2012/ 13 Dir	2012/ 13 FCC
Quarter 1	1.92	2.42	1.76	2.27	1.8	2.27	2.00	2.64
Quarter 2	1.35	2.33	1.19	2.19	1.22	2.17		
Quarter 3	2.38	3.03	2.44	2.87	2.2	2.89		
Quarter 4	2.46	3.04	2.74	3.03	2.75	3.21		
Whole Year	**8.10**	**10.83**	**8.17**	**10.36**	**7.96**	**10.54**		

Across Wales

3.18 Looking across Wales, over recent years as a Council we have been sitting at or below the Welsh average. The overall figures for Wales including the Councils with the highest number of days lost are showing a downward trend. These figures are supplied by the Local Government Data Unit.
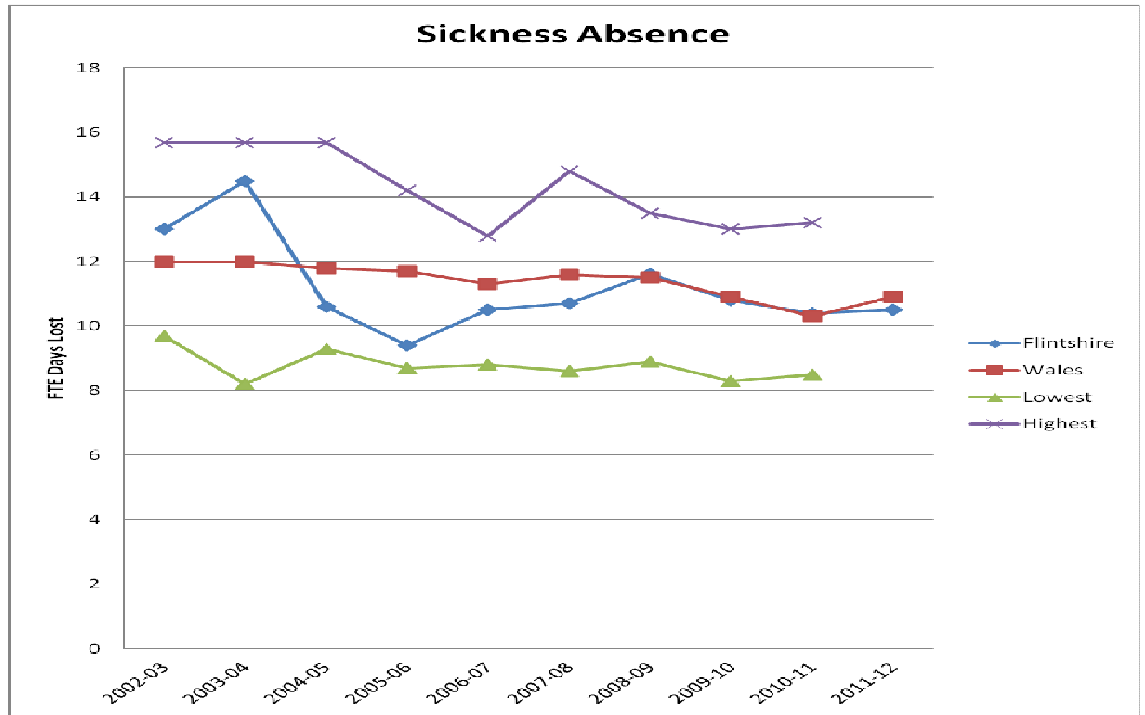
4.00 RECOMMENDATIONS

4.01 Members note Workforce Information Report for the first quarter 2012/13.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   Already undertaken with Corporate Management Team and Equalities Unit

12.00   APPENDICES

12.01   Available in Members' Services

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Helen Stappleton
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**

SUBJECT: **CONSTITUTIONAL UPDATES TO REFLECT NEW PORTFOLIOS**

1.00   **PURPOSE OF REPORT**

1.01   To update the Constitution to reflect new Cabinet portfolios.

2.00   **BACKGROUND**

2.01   It is for the Council Leader to determine the members of the Cabinet and their portfolios.

2.02   At the Council's annual meeting on the 15 May Councillor Aaron Shotton was appointed Leader of the Council for 2012/13 and he then informed Council that Councillor Attridge would act as Deputy Leader and circulated a note of the other 6 members of the Cabinet, together with the titles of their portfolios.

2.03   Section B of the Council's Constitution details the Leader's scheme of delegation of Executive functions including details of the portfolios of all Cabinet members.

3.00   **CONSIDERATIONS**

3.01   Attached as appendix 1 to this report are the areas of political responsibility for each of the Cabinet members as determined by the Leader.

4.00   **RECOMMENDATIONS**

4.01   That the Council's Constitution is updated to reflect the political responsibilities of each Cabinet member as indicated in appendix 1.

5.00   **FINANCIAL IMPLICATIONS**

5.01   None as result of this report.

6.00   **ANTI POVERTY IMPACT**

6.01   None as result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as result of this report.

8.00   EQUALITIES IMPACT

8.01   None as result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None as result of this report.

10.00   CONSULTATION REQUIRED

10.01   With the Council Leader.

11.00   CONSULTATION UNDERTAKEN

11.01   With the Council Leader

12.00   APPENDICES

12.01   Appendix 1 – Cabinet Portfolios

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None

Contact Officer: Gareth Owens
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Cabinet Portfolios

Finance:	**Social Services:**
- Medium Term Financial Strategy and Plan - Budget & Council Tax Policy - Budget Performance & Management - Asset Strategy - Corporate Governance - Partnership Governance - External regulator relationship management - Corporate Performance Management - Corporate Risk Management and Business Continuity - Strategic Procurement - Local Resilience - Organisational Transformation	- Adult Social Services - Children's Social Services - Disability Services - Mental Health Strategy and Services - Older Person's Strategy - Sheltered and Extra Care Housing (Joint) - Youth Justice - Liaison and Joint Working with Health - Liaison and Joint Working with Public Health - Safeguarding - Corporate Parenting (Joint) - Supporting People (Joint) - Lead Member of Children's Services
Corporate Management:	**Education Portfolio:**
- Corporate Finance performance and effectiveness - Treasury Management - Benefits, Council Tax and Revenue collection including Welfare Reform - Procurement Services - Democratic Services - Legal Services - Human Resources and Organisational Services Strategy - HR Services and Payroll - Major HR Projects - Occupational Health - Training and Development - Trade Union relationships - ICT Strategy - ICT Services - Information Management and Security - Customer Access - Customer and Registration Services - Equalities - Corporate Health and Safety - Emergency Planning	- Primary & Early Years Education - Secondary Education - Inclusion Services - Community and Adult Education - Youth Services - Liaison and Joint Working with FE and HE Sectors - Arts and Culture - Libraries Services - Archives and Modern Records - Corporate Parenting (Joint)

Waste Management Strategy & Public Protection	Regeneration, Enterprise and Leisure
Portfolio: • Regional Waste Strategy • Regional Waste Procurements • Waste collection, food waste collection and recycling services • Waste disposal • Environmental Health • Trading Standards • Licensing • Building Control • Environmental Enforcement • Community Safety • Cemeteries • Crematoria	**Portfolio:** • Regional Economic Development • Local Regeneration Strategy • Town Centre Planning and Projects • Business Support and Advice Services • Enterprise Zone • MDA • Communities First • Leisure Strategy and Services • Tourism and Marketing • Theatre Clwyd • Countryside and Coastal Services
Housing	**Environment**
Portfolio: • Housing Strategy • Housing Strategic Finance (Revenue and Capital) • Welfare Reform • Welfare Rights • Landlord Services • Sheltered and Extra Care Housing (Joint) • Repairs and Maintenance Services • Supporting People (Joint) • WHQS • Affordable Housing • Housing Partnerships	**Portfolio:** • Highways • Public Rights of Way • Transportation • Drainage and Flood Protection • Asset Management Services • Property Maintenance • Consultancy Services • Street Scene Services • Planning Policy • Planning Development Control and Enforcement • Conservation • Energy

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **SCHOOL PERFORMANCE MONITORING GROUP**

1.00   PURPOSE OF REPORT

1.01   To seek views on creation of a renewed group to monitor and support the improvement of school standards in Flintshire.

2.00   BACKGROUND

2.01   The County Council has a duty under the School Standards and Framework Act (1998) to raise standards in schools. This is reinforced under the Education and Inspections Act 2006 Section 1 which places a duty on local authorities to promote high standards and the fulfilment of every child's educational potential. The County Council fulfils these responsibilities through its School Improvement Strategies.

2.02   In Flintshire, the County Council's school improvement work has been consistently monitored by the Lifelong Learning Overview and Scrutiny Committee. The Scrutiny Committee considers overall trends in performance and strategies for improvement. Information about individual school performance and interventions is considered at an officer meeting with the Chairman of Lifelong Learning Overview and Scrutiny Committee and the Cabinet Member for Education. This is due to sensitivities about the impact on individual schools causing concern of wide debate about their position.

3.00   CONSIDERATIONS

3.01   The 2011 Estyn LAESCYP inspection of Flintshire County Council included a recommendation that there should be improvement in how senior officers and <u>all</u> elected members work together to improve standards for '<u>all</u> learners'.   The April 2012 post-inspection Action Plan included a commitment to broadening elected members' engagement with individual school improvement issues.

3.02   Appendix 1 contains a draft 'terms of reference' for a working group of Lifelong Learning Overview and Scrutiny Committee to monitor school improvement work with individual schools. Monitoring of overall

school improvement performance and strategies would remain with the full Lifelong Learning Overview and Scrutiny Committee.

4.00   RECOMMENDATIONS

4.01   That the attached terms of reference are considered by Cabinet.

4.02   That a renewed School Performance Monitoring Group is established as a 'working group' of the Lifelong Learning Overview & Scrutiny Committee.

5.00   FINANCIAL IMPLICATIONS

5.01   There are no financial implications arising directly from this report.

6.00   ANTI POVERTY IMPACT

6.01   A key aspect of school improvement work is to ensure that young people from low income backgrounds have learning opportunities and outcomes as positive as the wider population.

7.00   ENVIRONMENTAL IMPACT

7.01   There are no environmental implications arising from this report.

8.00   EQUALITIES IMPACT

8.01   Local authority school improvement work is focused in ensuring that all children and young people have the best possible learning opportunities and outcomes.

9.00   PERSONNEL IMPLICATIONS

9.01   There are no personnel implications arising from this report.

10.00   CONSULTATION REQUIRED

10.01   Further consultation be undertaken with Headteacher Federations and Lifelong Learning Overview and Scrutiny Committee.

11.00   CONSULTATION UNDERTAKEN

11.01   Initial consultation with the Cabinet Member for Education and the Chairman of Lifelong Learning Overview and Scrutiny Committee.

12.00   APPENDICES

Appendix 1: School Standards Monitoring Group – Draft Terms of References

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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Appendix 1: Schools Standards Monitoring Group

Draft Terms of Reference

Flintshire's School Standards Monitoring Group will support the improvement of school standards. The Group gives headteachers and Chairs of Governors the opportunity to discuss the performance and standards of a school with Councillors and senior officers in a non-public forum.

Membership of the Group:
Cabinet Member for Education
Chair of Lifelong Learning Scrutiny
Volunteer Members of Lifelong Learning Scrutiny
Director of Lifelong Learning
Principal School Improvement Officers
Appropriate School Improvement Officer – depending on school in attendance

The Group will:

1. Monitor the work of the local authority and its partners in securing improvement in individual schools.

2. Monitor the interventions of the local authority in schools identified as causing concern.

3. Monitor the performance of every school on a yearly basis.

4.   Consider the following information:
   - Key stage results
   - Other attainment information, including outcomes for "vulnerable" learners
   - Estyn reports
   - Welsh Government Banding Information
   - Attendance
   - Exclusions
   - School contexts and contextualised performance

5.   Receive written and oral reports from the lead officers for school improvement.

6.   Question the lead officers for school improvement in relation to school Standards.

7.   In relation to Primary Schools at Stage 4 in the Council's school improvement monitoring procedures, and Secondary or Special Schools in Estyn categories of requiring significant improvement or special measures, receive a verbal presentation from the Headteacher and School Improvement Officer on the context

of the school and school standards.

8.   Question the Headteacher and Chair of Governors in relation to school
       standards.

9.   Identify areas of good practice and support its dissemination.

10.   Identify areas and actions for improvement.

11.   Provide Headteachers and Chairs of Governors the opportunity to comment on the
       support received from the Council.

12. Following the meeting, notes and action points from the meeting will be circulated to
all members of the Group. The appropriate School Improvement Officer will visit schools
to go through the action points. The School Improvement Officer will then attend the
next SSMG to update the Group on how the actions have/will progress.

13. Issues raised through SSMG will be included as part of the Quarterly Performance
Report taken to Lifelong Learning Scrutiny. Lifelong Learning Overview and Scrutiny
Committee's regular work programme may also consider themes arising from school
performance monitoring work, although by protocol reference isn't made to individual
schools in the full meeting of the committee. The Cabinet Member will provide verbal
reports to Cabinet and the Director of Lifelong Learning to Council Management Team
as appropriate.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **QUARTERLY MONITORING REPORT ON
                            PROGRESS WITH IMPLEMENTATION OF THE
                            ESTYN ACTION PLAN**

1.00   PURPOSE OF REPORT

1.01   To consider the progress with implementation of the Action Plan
          following the 2011 Estyn Inspection of Local Authority Education
          Services for Children and Young People (LAESCYP).

2.00   BACKGROUND

2.01   Flintshire County Council was subject to a full LAESCYP inspection by
          Her Majesty's Inspectorate for Education and Training in Wales
          (Estyn) in October 2011.

2.02   The outcome of the inspection was reported to Executive on 21st
          February 2012 and Lifelong Learning Overview and Scrutiny on 23rd
          February 2012. A copy of the report is in the Members' Library.

3.00   CONSIDERATIONS

3.01   All education providers produce action plans to address Estyn
          inspection recommendations following inspection. The Action Plan
          was submitted to Estyn April 2012, following consideration by Lifelong
          Learning Overview and Scrutiny on 22 March 2012 and Executive on
          27 March 2012. Cabinet received a monitoring report on progress with
          the Inspection Action Plan and standards in Flintshire in July 2012.
          A copy of the full Estyn Action Plan is in the Member's Library.

3.02   The Estyn Inspection recommendations are:

          •   Improve standards and performance to reduce the percentage
              of schools that are in the bottom 25% when compared to
              similar schools across Wales and reduce the gap in
              performance between boys and girls;

          •   Improve the standard and quality of provision in primary
              schools by: -

              - addressing a trend of declining attendance;

- reducing fixed term exclusions; and
- reducing school balances and deficits in line with national guidelines;

- Improve how senior officers and all elected members work together to: -

  - improve standards for all learners;
  - improve self-evaluation and reporting to members; and
  - reorganise secondary schools, reduce surplus places and make better use of resources;

- Reduce the number of days' education that learners in Flintshire miss due to fixed term exclusions of six days or more in all of its secondary schools;

- Improve the monitoring arrangements for the Children and Young People's Partnership to effectively track the progress of children and young people;

- Prioritise areas for improvement identified in its self-evaluation of education services.

3.03 Progress with implementation of the action plan will be monitored by an Estyn team in early 2013. The team will be led by Mererid Stone HMI.

4.00 RECOMMENDATIONS

4.01 Members are asked to consider progress with implementation of the Estyn Action Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 Financial options and implications from specific projects will need to be considered as part of developing revenue and capital programmes for future years.

6.00 ANTI POVERTY IMPACT

6.01 There are no anti poverty implications arising directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no environmental implications arising from this report.

8.00 EQUALITIES IMPACT

8.01 The inspection report and action plan comply with the Council's equalities requirements. The inspection report notes good practice in Social Inclusion and Additional Learning Needs.

9.00 PERSONNEL IMPLICATIONS

9.01   There are no personnel implications arising directly from this report.

10.00   <u>CONSULTATION REQUIRED</u>

10.01   The Action Plan has been consulted upon with school and service partner representatives.

11.00   <u>CONSULTATION UNDERTAKEN</u>

11.01   Not applicable.

12.00   <u>APPENDICES</u>

12.01   Appendix 1 – LAESCYP Inspection Action Plan Progress Monitoring Report.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS</u>

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Estyn Action Plan Monitoring

1. The completion of individual actions is the responsibility of named officers. If an action can not be completed by the date included in the PIAP, a revised date should be included and a reason for the delay. Any delays
2. Evidence of the completion of an action will be needed.
3. The Lead Officers(s) for the recommendation will need to demonstrate how completion of an action contributes to the overall outcome.
4. Elected members will confirm progress through formal scrutiny programmes. These will include consideration of the regular annual performance reports, supplemented by the regular cyclical quarterly performance m
5. The Chief Officer Project Board will monitor overall progress with this activity plan.

Rec	Ref	Action	Who	By When	Action Taken to date	Complete/Revised completion date	Reason for delay	RAG
1.1	1.1.1	Continue to monitor, challenge and support targeted primary schools identified as underperforming in 2012-2013.	JD/Primary SIT	Jan 2012 - Apr 2013	Officers continue to target and monitor those schools identified as requiring additional support. Termly meetings are held with Chairs of Governors and headteachers of schools at Stage 3 or 4 to monitor the progress of agreed actions. One school has been placed in a category of requiring 'significant improvement'. This school had already been identified as a school in need of more intensive support and work is continuing in the raising of standards. Good progress is being made in all targeted schools and 7 schools have been removed from Stage 3 and/or Estyn categories over the past year. There are 6 primary schools (8%) in an Estyn category (July 2012).	Ongoing		
	1.1.2	Increase the use of the Council's intervention powers where serious concerns are identified.	JD	From Jan 2012	In accordance with revised protocols, letters of concern have been sent to two schools and the governing bodies are implementing action plans to move the schools forward. In both schools new headteachers have been appointed.	**Completed**		
	1.1.3	Provide targeted INSET to primary schools in the lower quartiles to raise pupils' literacy and numeracy standards and plan with schools the use of the SEG grant funding. Further develop focused skill-rich science scheme of work to raise standards across all schools.	DB/JR/JH/AJ/LM/RW/ER	Spring/Summer 2012	Targeted schools have received literacy support on a half-termly basis. 45 teachers attended Read, Write, Inc spelling training in March and a further11 schools have been trained in Read, Write, Inc. . RWI Manager Meetings are held termly and monitoring visits have taken place to targeted schools implementing RWI. Initial data indicates the programme is having a very positive impact on standards. 31 teachers attended the Year 3 and 4 three day literacy course with a focus on boys literacy and there have been 4 half day training sessions on developing higher order literacy skills for Year 5 and 6 teachers.

7 teachers from Welsh medium primary schools have attended 1 day INSET to raise standards in writing KS2.
100% of Yr 2 teachers attended 2 x ½ day training (6 hours) on exemplification and understanding of the characteristics of Welsh literacy outcomes.
All teachers (Welsh medium) have attended 1 day INSET to raise standards in reading (KS2 and Foundation phase) led by Cynnal.
Welsh medium schools PLC used 5 days to create a Portfolio to exemplify Writing outcomes for the Foundation Phase. The PLC was attended by upper

26 schools have received Numicon resources and training for approximately 5 Nursery to Year 2. Training has been delivered in twilight sessions to 62 schools to date.

Science curriculum planning has been revised to ensure relevant links to the development of literacy, numeracy and ICT skills and appropriate differentiated outcomes for mixed age classes. Early feedback from schools | Ongoing | | |

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Ref	Action	Lead	Timescale	Progress	Status
1.1.4	Continue to strengthen primary standardisation and moderation procedures in line with statutory assessment arrangements through subject co-ordinator meetings, training of all Foundation Phase teachers in the end of Foundation Phase outcomes and supporting Foundation Phase Partnerships in the development of standardised portfolios.	AJ/DB/RR	Spring/Summer/Autumn 2012	Key Stage 2 English, Welsh, maths and science cluster meetings have been held for all schools this term focusing on standardisation and moderation to ensure consistency in the end of key stage assessments across Flintshire. KS2/3 learner profiles have been submitted to WG for external moderation for Welsh second language and Welsh first language during Spring (WSL) and Summer (WFL) terms. Standardised portfolio for PSWC (Personal and Social Development, Well-Being and Cultural Diversity) issued to all schools Summer 2012 - Literacy & Numeracy standardised portfolio to be issued in early Autumn Term 2012. 2 half day sessions have been undertaken to moderate examples of literacy	Completed
1.1.5	Continue to provide and improve effectiveness of, primary cluster group meetings and meetings of the Foundation Phase Partnership Boards to ensure the sharing of good practice and to further improve teaching strategies, planning and assessment	DB/JR/AJ/LMa/ER	Spring/Summer/Autumn 2012	Foundation Phase Partnership Boards have completed standardised portfolios to exemplify standards in mathematical development and language, literacy & communication. Literacy and numeracy co-ordinator meetings have been held focusing on improving levelling, teaching strategies and planning for literacy and numeracy across the curriculum.	Completed
1.1.6	Analyse primary and secondary school outcomes in 2012 in order to re-prioritise planned support.	JD/KG/SIT	Autumn 2012	Provisional primary data is being analysed over the Summer to determine planned support.	On Target
1.1.7	Agree revised set of performance targets with Secondary Headteachers Federation and meet with individual schools to agree targets for 2012 to 2014.	KG	Spring Term 2012	Secondary Headteachers Federation agreed new set of targets , to include levels 6 & 7 at KS3 and targets for the group of FSM learners. All schools visited to complete targets and aggregate targets calculated by SMIT	**Completed**
1.1.8	Curriculum Support officers to target schools placed in the lower quartile in their subject at KS3 for additional support.	SIT Subject Specialists	Summer term 2012	Completed	**Completed**
1.1.9	Planned Support 2012-13 to be targeted at underperforming areas in secondary schools	KG/SIT	Summer term 2012	Planned Support agreed.	On Target
1.1.10	Subject Forums and PLC, organised to ensure sharing of good practice between schools.	SIT Subject Specialists/KG	Autumn Term 2012	Programme of School Effectiveness Forums organised for Autumn 12/Spring	On Target
1.1.11	Deliver programmed Governor training on understanding data and supportive challenge in schools.	KB	Summer Term 2012	Governor training Programme resumes September 2012.	Sep-12
1.2 1.2.1	Subject Officers/Link Officers to monitor, challenge and support boys' literacy and numeracy developments in primary schools with high levels of boys' underperformance.	AJ/DB/ER, Link Officers	Spring/Summer/Autumn 2012	The literacy and numeracy officers monitor, challenge and support teachers in targeted schools and training has been given to support the raising of boys literacy and numeracy standards... Read, Write, Inc developments are being monitored by the literacy officer and the impact on boys' reading. Reading data is in the process of being analysed. A reading proforma/questionnaire has been produced. This is being trialled this Summer in targetted schools to assist in identifying weaknesses and how we can support in addressing these	Ongoing
1.2.2	Three day literacy course aimed at Year 3 & 4 teachers focusing on teaching phonics, spelling, reading and oracy into writing. One module focused on improving boys' literacy (funded from SEG literacy)	JH/DB	Day 1 – 29 Sept 2011 Day 2 – 12 Jan 2012 Day 3 – 26 Apr 2012 Day 4 - 2 June 2012	31 teachers attended the Year 3 and 4 three day literacy course with a focus on boys literacy. The same teachers attended half-day evaluation /sharing of practice session. The data is presently being collated to analyse the impact on targeted groups of learners. The literacy and numeracy officers have monitored and supported teachers in targeted schools.	**Completed**

Ref	Action	Lead	Timescale	Comment	Status	Note
1.2.3	Sharing of best practice and information to primary schools from the 'Tribal' 3 year programme to counteract the under-achievement of boys and from Gary Wilson's conference on boys' literacy – INSET and co-ordinators' meetings.	DB	Summer/Autumn 2012	A 'Teach Meet' event attended by 65 primary and secondary teachers was held in June in conjunction with NGfL Cymru and streamed live across Wales via the internet. The focus was on sharing innovative and effective strategies and teaching methodologies focusing on aspects of oracy, reading and writing with particular emphasis on raising boys' literacy levels.	On Target	
1.2.4	Sharing and monitoring of best practice in targeted groups of schools with high levels of boys under-achievement.	DB	Summer/Autumn 2012	Information is disseminated to individual schools through staff INSET and co-ordinator meetings. Analysis of reading data currently taking place.	On Target	
1.2.5	Literacy officer support to schools' PLCs focused on raising boys' literacy and dissemination of practice.	DB	Summer/Autumn 2012		On Target	
1.2.6	Production of a mental maths resource for the Foundation Phase and training for all schools in the use of the resource.	AJ	Autumn 2011/Spring 2012	Mental maths resource completed and training implemented.	Completed	
1.2.7	Introduce an improved science scheme of work for science at Key Stage 2 which provides pupils with more engaging, contextualised activities and tasks that appeal to boys. Units to be designed to contain a wider variety of written communication genres to appeal to boys and more focused opportunities to develop pupils' oral skills through science. 24 half termly units will be produced across Years 3-6 and hosted on the LA Moodle website.	AJ	Units to be completed and uploaded by Easter 2012.	Revised scheme of work with 24 half-termly units for science at KS2 completed and placed on Moodle.	Completed	
1.2.8	Consolidate the use of the 'Science Enquiry Games' resource book received by each school in the spring term 2012. Focus to be on developing games and activities in this resource pack which appeal strongly to boys and also pupils with a variety of learning styles.	RW/1 or 2 days' INSET depending on numbers.	Summer term 2012.	25 primary schools attended 'Science Enquiry Games' INSET led by an internationally-recognised expert in science pedagogy. Two review visits have been undertaken to assess the impact of the resource and in one school the quality of pedagogy has improved significantly.	On-going	INSET delivery planned for Sept/Oct 2012
1.2.9	Support PLC in planning and implementation of improvement programme targeting boys reading in Welsh at KS2. Evaluate impact during summer term.	ER/RR	Autumn 2012		On Target	
1.2.10	Target schools where boys are underachieving in year 5 in Welsh. Plan, implement and monitor intervention in discussion with targeted schools.	ER/RR	Summer 2013		On Target	
2.1 2.1.1	Set targets to reduce absences from individual schools for IWO service and request that schools report as a matter of course to Governors on a termly basis. Ensure that Governors are trained and fully aware of expectations on attendance and exclusion matters.	TP/IWO service in collaboration with SIT and Lead officers.	Easter 2012	IWOs target individual schools that have learners who are poor attendees. Attendance targets are set. School attendance rates are shared on a half termly basis. Governors will be made aware of expected attendance rates through the Governor training programme starting in September 2012.	Sep-12	The Governor training Programme resumes in September 2012
2.1.2	Ensure that IWO service realise what previous targets were and set new improved targets. Share with schools on a half termly basis their attendance rates. Share with schools expected standards and challenge if not achieved.	TP/IWO service in collaboration with SIT and Lead officers	Easter 2012	IWOs set improving targets and discuss with schools on a termly basis. Outcomes and impact will be reported to Lifelong Learning Overview and Scrutiny Committee.	Ongoing	
2.1.3	Target support towards those schools most in need.	TP and IWO service in collaboration with SIT and Lead officers	Easter 2012	IWO service do target those most in need with action plans. All schools have set Attendance targets for academic year. These are monitored by officers to improve the overall attendance percentage and is helping reduce fixed term exclusions.	Ongoing	

Ref		Action	Owner	Date	Progress	Status	Note
	2.1.4	Encourage schools to reduce the numbers of days exclusion placed upon pupils by introducing a universal tariff for misdemeanours.	DM/schools	Sep-12	DM to produce a consultation paper by October half term that will set out suggested tariffs for misdemeanours. IWO	**Completed**	
	2.1.5	Support targeted schools in developing a range of strategies including rewards for pupils and use of partner agencies and parents to improve attendance rates.	TP and IWO Service in collaboration with SIT and Lead officers	Immediately	IWO service link with SIT and lead officers to improve attendance. Other agencies including CYPP,TAF,VS, Social Services, Youth Services are used to engage with parents and learners	**Completed**	
	2.1.6	Review current IWO involvement using quality assurance framework	TP and IWO Service in collaboration with SIT and Lead officers	Easter 2012	Quality assurance framework is used	**Completed**	
2.2	2.2.1	Delegate Social Inclusion funding to schools so that schools can target support more immediately.	DM with schools working party	Sep-12	Working party agreed that consortia working would be the most effective way of delegating. DM meeting with all consortia groups feedback to follow on proposals	On Target	
	2.2.2	Encourage schools to develop a "universal tariff" for exclusions to ensure consistency and fairness.	DM with schools/Link Officers	Dec-12	DM to write consultation paper for suggested tariffs for misdemeanours (for exclusion purposes). Acceptance by secondary schools on the importance of for guidance on exclusions for smoking, alcohol consumption and drug	On Target	
	2.2.3	Encourage schools to develop in house strategies to avoid/reduce exclusions.	DM with schools/Link Officers	Sep-12	Discussions currently taking place to set up on-site inclusion centres in 3/4 secondary schools. Tentative agreement with schools but funding needs to be identified for their establishment.	Apr-13	
	2.2.4	Change the referral process to short term PRU- schools responsible and further encourage all schools to support the Managed Moves Protocol.	DM with schools/Link Officers	Feb 2012 (secondary) Sept 2012 (Primary)	Referral process to short term PRU changed -review of process on 29th June. Managed Move protocol now fully accepted and now used in primary schools. (More promotion required in primary settings)	On target	
	2.2.5	Training for schools on classroom management and behaviour management to reduce the requirement to exclude	DM with schools/Link Officers/ BSS	Ongoing	Training provided in accordance with the strategy.	Ongoing	
	2.2.6	Encourage Governing bodies to challenge decisions made by heads. Training for governors.	DM with schools/Link Officers	Easter 2012	Training directory for Behaviour Management for schools to be completed by end of Summer Term for the following academic year. This will include training for Governors.	Summer Term	The Governor training Programme resumes in September 2012
2.3	2.3.1	Develop a policy on school balances for inclusion in the Scheme for Financing Schools.	LM	Apr-12	Policy developed	**Completed**	
	2.3.2	Consult with internal stakeholders, review responses and update policy. Draft policy approval by Director and Head of Finance	IB/KF/LM.	Apr 2012	Approved	**Completed**	
	2.3.3	Submit draft policy to Schools Budget Forum for consideration. Update if necessary.	IB/LM	May-12	Approved by Schools Budget Forum	**Completed**	
	2.3.4	Circulate draft policy to Head Teachers and Chairs of Governors.	LM	May-12	Draft policy circulated to Heads, Governors and Unions	**Completed**	
	2.3.5	Establish robust systems for monitoring adherence to policy	PH	Sep-12	Work in progress for monitoring protocol.	On target	
3.1	3.1.1	Review reporting outcomes and improvement strategies to LLOSC	ED/KG/JD	May-12	Agreed in principle – New wider membership identified. Working group to look at scrutinising performance	**Implemented Sept 2012**	

Ref	Action	Responsible	Date	Comments	Status
3.1.2	To broaden the membership of half-termly Performance Monitoring Meetings with Members	IB/KG/JD	May-12	Agreed in principle - New wider membership identified. Working group to look at scrutinising performance	Implemented Sept 2012
3.1.3	To widen the brief of half termly performance monitoring meetings to include Primary, Secondary, Inclusion and Resource Management Strategies	IB/KG/JD	May-12	Agreed in principle - New wider membership identified. Working group to look at scrutinising performance	Implemented Sept 2012
3.1.4	To revise the school/LA partnership agreement with particular reference to LA responsibility for monitoring and evaluating performance of schools.	NG	Apr-13	Agreed in principle - project underway - NG to discuss with Elwyn Davies on RSEIS contribution. Dependent on RSEIS timetable.	On target
3.2 3.2.1	Annual Scrutiny consideration of performance on education targets	KG/JD	Feb-12	Implemented	Completed
3.2.2	Implement revised quarterly performance reporting arrangements.	KG/JD/TD/GY	Feb-12	Implemented - regular meetings being held	Completed
3.2.3	Review of protocols reporting to elected members	IB/TD/KA/GY	May-12	Agreed in principle	Implemented Sept 2012
3.2.4	General member induction including factsheets, training events and tailored support for office holders	IB/KA	Sep-12	Member Induction Event held for new councillors.	Completed
3.2.5	Publish annual timeline of performance information and performance reporting framework	KA/GY	Jun-12	Devised and distributed via the Policy and performance Unit. GY to distribute to DMT.	Completed
3.2.6	Member Workshop on educational performance	KG/JD/KA	Sep-12	Autumn term	On target
3.2.7	Undertake self-evaluation of 2011/12 outcomes	IB/TD/KG/JD/JRK & Stakeholders	Nov-12	Work plan for Summer Break	On target
3.3 3.3.1	Consult on the agreed options for the three area reviews.	CE/IB/TD	Feb/Mar 2012	Consultations were completed with communities in March 2012.	Completed
3.3.2	Continue with consultation process and to engage Elected Members in the strategic and operational aspects of secondary school area reviews.	CE/IB/TD/NSM	May-12	The outcomes of the consultation were reported to Cabinet on 12 June 2012 and to County Council on 17 June 2012. Further reports on the next stages of review are scheduled for July 2012.	Completed
3.3.3	Prepare and submit Business Plan for 21st Century School Programme bids.	TD/PV/IE	Summer 2012	Currently being developed through Project Boards but no clear guidance given from WG as yet.	National timetable changed to Autumn 2012
3.3.4	Continue with area reviews of secondary schools (including post 16 provision) and progress primary reviews.	CE/IB/TD/KG and Elected Members	Dec-12	Secondary Reviews moving forward. Preferred optiosn agree din July 2012 for consultation during the Autumn.	On Target
3.3.5	Examine and review primary schools provision against the School Modernisation Policy framework.	IB/TD/JD and Elected Members.	Jan 2013-	Work will commence on this when the Secondary Review is underway.	On Target
3.3.6	Complete proposals for amalgamations in accordance with policy.	TD/PV	Apr – Jul 2013	Reports on two amalgamations and Rhes y Cae agreed at Cabinet 12.06.12. Need to populate FWP for future reports.	On Target

	Ref	Action	Owner	Timescale	Comment	Status	Notes
4	4.1	Ensure that Governors are carrying out hearings for 'long' fixed term exclusions with LA representation whenever possible.	DM/TP and SIT/KG	Sep-12	Governor training will help to ensure that hearings do happen	Dec-12	The Governor training Programme resumes in September 2012.Initial governor training organised for 19.9.12
	4.2	Ensure governor training contains element of challenge to Heads.	DM/TP and SIT	From Easter 2012	Governor training will encourage Heads to be challenged over lengths of exclusions.	Dec-12	The Governor training Programme resumes in September 2012.Initial governor training organised for 19.9.12
	4.3	Encourage schools to look at other options to exclusion through training, purpose of exclusion agenda and multi-agency working. e.g. Multi Agency Planning Meetings, in house exclusion areas, using PRUs and early identification.	DM/TP and SIT	From Easter 2012	DM currently discussing with schools other options for schools other than exclusion. Schools being encouraged to develop in house provision rather than exclusion. Further use of Multi Agency Planning meetings is being encouraged.	Ongoing	Alternative options to exclusion are discussed through the Secondary Reps meetings. Good practice is shared and further development of MAP meetings is encouraged
	4.4	Target schools for challenge and support that are using long exclusions as a matter of course.	DM/TP and SIT	From Feb 2012	Targeted schools have specific plans in place.	Ongoing	Through the reported monthly exclusion reports, schools are challenged if rates are seen to be rising.
	4.5	Report exclusions with comparative data on a half termly basis to the Education Management Group.	JS/DM/TP and SIT	From Feb 2012	Exclusions now reported on a monthly basis trends are showing that Permanent exclusions are very rare and fixed term exclusions are being reduced with schools contacting the Local Authority for advice more readily due to the monthly reports.	Ongoing	Reports are sent to all schools and to the Secondary and Primary officers on a monthly basis. Primary reports are anonymised
	4.6	Encourage schools to sign up to a "universal tariff" approach.	DM/TP and SIT	From Sept 2012	Universal tariff consultation paper to be written by DM	On Target	Consultation paper will be completed by October 2012.
5	5.1	Develop the high level templates	CYPP Coordinators	First phase by July 2012	High Level templates (service specifications) completed.	Completed	
	5.2	Develop the commissioning programme for Families First	CYPP Coordinators	Second phase Sept 2012	Evaluation Meetings commenced August 2012 - decisions by 01.10.12 on track within planned process.	On Target	
	5.3	Ensure that local indicators are added to the "national givens"	CYPP Coordinators	Second phase by Sept 2012	Local indicators are led by 'national givens'	Completed	
	5.4	Ensure that National Families First Outcomes are considered	CYPP Coordinators	Second phase by Sept 2012	National Families First outcomes inform and drive all considerations	Completed	

6					
	6.1 To devise a format for prioritising areas for improvement from within the self-evaluation document	1. KG	Mar-12	Priorities template established	Completed
	6.2 Prioritise the areas for improvement and utilise the improved Quality Assurance Format.	2. KG/TD	Mar-12	Areas prioritised and included in draft School Improvement Strategy	Completed
	6.3 Monitor, progress and evaluate priority areas termly at Directorate Management Team Meetings.	3. DMT	Termly	Monthly cycle of meetings established for monitoring and planning	Completed
	6.4 To revise priorities on an annual basis linked to service plans and incorporate Quality Assurance proforma into the Directorate Plan/CYPP.	4. DMT	Annually – Feb/Mar	Ongoing - performance management standing item at monthly DMTs	Ongoing

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **GREENFIELD VALLEY TRUST ACCOUNTS**

1.00   PURPOSE OF REPORT

1.01   To present the Report of the Trustees and Financial Statements for the Year Ended 31 December 2011 for Greenfield Valley Trust Limited, as required by the Management Agreement between the Trust and the Council.

2.00   BACKGROUND

2.01   Greenfield Valley Trust Limited is a Registered Charity and Limited Company which manages Greenfield Valley Heritage Park on behalf of Flintshire County Council. The Council provides staff and an annual grant. Representatives from the Council sit on the Board as Trustees. The Financial Statements here presented are in the form required by the Charity Commission and are externally audited.

3.00   CONSIDERATIONS

3.01   Significant points in the report:

    i)   Visitor numbers to the museum for 2011 were 28,918 (an increase of 2,036 on 2010 figures.
    ii)   Volunteers have contributed a total of 10,000 hours in the year.
    iii)   A governance review of the Trust was completed and visitors are now encouraged to become members of the Trust.
    iv)   The surplus for the year was £20,199 down by £5,629 on last year.
    v)   At their meeting of 16th July 2012, the Trustees passed the following addendum to the Financial Statements:

3.02   Long term risks

        Successive cuts of £12,000 per annum in years 2011, 2012 and 2013 will have reduced the 2010 Management Fee of £73,000 received from Flintshire County Council to £37,850.

The Trustees are mindful that the Management fee was increased in 2006 from £40,000 to take into account the loss of considerable staff hours, due to Flintshire County Council restructuring.

In 2013 the Management Fee of £37,850 will equate to £32,350, some £7650 less than the Management Fee in 2006 and without the equivalent staff available then.

With increases in costs from general poor economic conditions and specific areas of its operations; vandalism, fly tipping, Health and Safety Compliance, Scheduled Ancient Monument compliance and etc., the Trusts reserves will be susceptible to severe erosion. With such erosion we will not be able to:
1) maintain the financial stability of the Valley;
2) take advantage of any opportunities that arise;
3) be prepared for any eventuality; and
4) weather the storms.

3.03   <u>What risks are we facing and what are we doing about it?</u>

Falling membership/income and increasing costs.

We appreciate that it is hard at this time but the situation will be monitored monthly and report to the Board for appropriate action to be taken.

The Trust will be seeking, in its up and coming negotiations with Flintshire County council on the Management Agreement, to secure partnership terms and conditions which are equitable and encourage responsible and growth oriented stewardship of the Museum and Heritage Park'

4.00   <u>RECOMMENDATIONS</u>

4.01   That Cabinet takes note of the Report and Financial Statements.

5.00   <u>FINANCIAL IMPLICATIONS</u>

5.01   None

6.00   <u>ANTI POVERTY IMPACT</u>

6.01   None

7.00   <u>ENVIRONMENTAL IMPACT</u>

7.01   None

8.00   <u>EQUALITIES IMPACT</u>

8.01   None

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   The Financial Statement was authorised by Greenfield Valley Trust at its AGM on Monday 25th June 2012.

12.00   APPENDICES

12.01   Report of the Trustees and Financial Statements for the Year Ended 31 December 2011 for Greenfield Valley Trust Limited available to view in the Members' Library.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **YSGOL RHES Y CAE - FEEDBACK FROM CONSULTATION**

1.00   **PURPOSE OF REPORT**

1.01   To inform members of the Cabinet of the outcome from the consultations held at Ysgol Rhes y Cae relating to the option to close the school due to the low numbers of pupils

2.00   **BACKGROUND**

2.01   At the meeting held on the 12th June 2012, members of the Cabinet approved the process for consultations with Staff, Parents and Governors of Ysgol Rhes y Cae.

2.02   There are currently 9 pupils registered at the school (July 2012), leading to the highest percentage of surplus places (80%) in any Flintshire school, and a high unit cost of £14,029 compared to the county average of £ 3,139.

2.03   Officers were accompanied by the lead member for Education and the Diocesan Director of Education at a series of meetings held at the school, at which there was the opportunity to discuss:
- staffing issues in the event of closure;
- alternative arrangements that could be put in place for pupils registered at the school in the event of closure; and
- strategies for recognition of the contribution of the school to community life.

2.04   The meetings also provided the parents and governors to express their feelings about the falling numbers in the school, and their sadness at the decline in the pupil numbers over the past few years as a result of parental preference.

2.05   Compliments were paid to the Headteacher and her staff in their hard work in trying to reverse the decline in numbers.

3.00   **CONSIDERATIONS**

3.01   The legal framework for the proposal to close a school requires the

adequate consultation with the relevant groups at the school, with an opportunity for them to respond to the consultation.

3.02   Following the consultations held in June, consultees were asked to send any comments to the Director in the following four weeks.

3.03   At the close of the four week period, there was one written response to the consultations from the Diocesan Director acknowledging that the decline in numbers had led to an inevitable conclusion that the closure of the school was an appropriate action, and one relating to the ownership of the school building in the event of closure.

3.04   The final stage in the consultation process on closure is the publication of the statutory notice in a local newspaper, which clearly states the proposal to close the school, at which date and the alternatives available to pupils registered at the school at the time of closure. The notice will remain for one month, during which time there is the opportunity for anyone to lodge a formal (written) objection to the proposal. In this event the final decision rests with Welsh ministers at the Welsh Government. If however there are no written objections in the prescribed period, the final decision will be local, and made by the Flintshire Cabinet.

3.05   It has been proposed in the consultation meetings that the school should remain open in the next academic year pending the closure process. However, depending on the pupil numbers, staff will be deployed at other suitable schools in the area. This will make the best use of the workforce.

3.06   Staffing issues are being addressed on a one to one basis with meetings with the Human Resources officer. If the closure is approved, alternative positions will be sought wherever possible in other schools. In accordance with the teachers' pay and conditions document, teacher salary salaries can be protected for a three year period. If no viable alternative employment is available, the normal Flintshire redundancy process will be implemented.

3.07   Low numbers at the school mean also mean that it is possible to work closely with individual families to determine their preferences for the future education of their children should the closure procedure be completed.

4.00   RECOMMENDATIONS

4.01   That Members of the Cabinet approve the publication of the statutory notice for the period of one month, which will propose the closure of Ysgol Rhes y Cae from August 31st 2013.

5.00   FINANCIAL IMPLICATIONS

5.01 It is estimated that there will be total savings of £119,328 per annum from the closure. This money will form part of the delegated budget allocated to other schools.

6.00 ANTI POVERTY IMPACT

6.01 There is no direct implication from the publication of the notice.

7.00 ENVIRONMENTAL IMPACT

7.01 Reduction in the maintaining and heating/lighting of the school building.

8.00 EQUALITIES IMPACT

8.01 Any alternative school offered to pupils registered at the school will be subject to the same requirements relating to equalities of opportunity, including access to Welsh education as detailed in the Welsh National Curriculum.

Alternative schools offering Community or Anglican Faith based education are available in the area.

9.00 PERSONNEL IMPLICATIONS

9.01 Individual discussions have been held with relevant members of staff to discuss options if the proposal is approved.

10.00 CONSULTATION REQUIRED

No further consultations are required.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultations conducted according to Welsh Government guidance.

12.00 APPENDICES

12.01 Appendix 1 - Statutory Notice.
Appendix 2 – Letter from the Diocesan Director of Education

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

**Contact Officer: Tom Davies
Telephone: 01352 704011
Email: tom.davies@flintshire.gov.uk**

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FLINTSHIRE COUNTY COUNCIL

Rhes y Cae Voluntary Controlled Primary School

STATUTORY NOTICE OF PROPOSED CLOSURE

Notice is hereby given in accordance with the School Standards and Framework Act 1998 and the Education (School Organisation Proposals) (Wales) Regulations 1999 (S.I. 1999/1671) that Flintshire County Council], having consulted such persons as appeared to them to be appropriate, propose to close Ysgol Rhes y Cae, Rhes y Cae Flintshire as described below.

It is proposed to implement the proposed closure on 31st August 2013.
All pupils registered at the school at the time of the proposed closure will be offered alternative education in neighbouring schools in accordance with parental preference and the admissions policies of the Council.

Within a period of one month after the date of publication of these proposals, that is to say by [**Date**] any person may object to the proposals. Objections should be sent to The Director of Lifelong Learning, County Hall Mold CH7 6ND.

The authority will send copies of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, to the Welsh Ministers within the period of [2 weeks after the end of the objection period.] [**Date**]

The proposals will (unless withdrawn) require the approval of the Welsh Ministers if -

(a)   within 2 months after a copy of them is sent to the Welsh Ministers it gives notice that they require such approval; or

(b)   objections have been made within the objection period and have not been withdrawn during that period.

Where the proposals do not require such approval, the [insert name of those publishing the proposals] will decide whether to implement them.

Signed ....

For Flintshire County Council

Date: ………………………

EXPLANATORY NOTE

The notice relates to the proposal to close Ysgol Rhes y Cae due to falling numbers of pupils from 31st August 2013.

The proposals have been consulted upon, in accordance with the legal requirements and the above notice provides the opportunity for anyone to lodge a formal (written) objection in the period of one month from the date of publication of this notice.

During the intervening period, arrangements will be made for pupils at the school to be offered alternative schools in the area.

Any formal objection should be sent to:
The Director of lifelong Learning
County Hall
Mold
CH7 6ND

And should be received before (Date)

Signed: …………………………………………..

For Flintshire County Council

Date: ………………………………..

"Burgess, Carole"
<caroleburgess@churchinw
ales.org.uk>

20/07/2012 13:11

To <21stcenturyschools@flintshire.gov.uk>

cc "Bishop of St Asaph"
<bishop.stasaph@churchinwales.org.uk>, "McCarthy, Diane"
<dianemccarthy@churchinwales.org.uk>

bcc

Fax to

Subject Rhes-y-Cae consultation

Dear Ian

Re: Proposal to close Rhes-y-Cae Church in Wales VC School

The Diocese of St Asaph is in full support of the proposal by Flintshire County Council to close Rhes-y-Cae school. It is unfortunate that there will no longer be a church school in the local community, but given the severe decline in pupil numbers over the last 2 years, the school is no longer viable, and the learning experience for the children remaining severely diminished.

Thank you for continuing to involved the diocese fully in the statutory process, and for ensuring that this matter was dealt with as a matter of urgency once the new cabinet was in place earlier this summer.

With all good wishes

Carole Burgess
Director of Lifelong Learning
Diocese of St Asaph
High Street
St Asaph
LI17 0RD

01745 532592 (direct line)

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 SEPTEMBER 2012

REPORT BY: DIRECTOR OF LIFELONG LEARNING

SUBJECT: PANEL FOR THE APPOINTMENT OF LEA
                  GOVERNORS

1.00   PURPOSE OF REPORT

1.01   To request Cabinet consider revisions to the procedure for the
        appointment of Local Authority Governors to School Governing
        bodies.

2.00   BACKGROUND

2.01   A Member's Panel was set up by the Executive at its meeting on 18
        November 2008 comprising 5 Members nominated by Group Leaders.
        The terms of reference given to the Panel were

          ➢ to ratify nominations to vacancies for LA Governors

          ➢ to consider disputes concerning nominations , and

          ➢ to consider requests to remove Local Authority Governors
             in accordance with The Government of Maintained Schools
             (Wales) Regulations 2005.

2.02   The Panel was created due to a desire for increased transparency in
        decision making and to assist in the determination of disputed
        nominations and make recommendations in circumstances where a
        request for the removal of a LA Governor is received. The Panel does
        not have power to make decisions and can only make
        recommendations to the Cabinet or Director of Lifelong Learning.

2.03   In all schools, the power of nomination to LA Governor vacancies is
        with the Member of the Ward where the school is situated as
        confirmed by County Council policy (November 2008).

2.04   The Ward Member is asked to consider the following attributes when
        choosing his/her nomination:-
          ➢ nominee has a commitment to raising standards in the
             school to ensure the best possible education for its pupils;

          ➢ nominee understands accountability for the use of funding
             to ensure value for money;

> nominee has an attitude of fairness and an ability to act without prejudice and in accordance with statutory requirements;

> -nominees have a commitment to attend regularly and to update their skills and knowledge on all aspects relating to their role.

2.05 For Church Aided, Welsh Medium and Secondary Schools (serving larger areas) consultation by the Ward Member with certain feeder Ward Members is carried out prior to ratification by the Panel.

2.06 For Community Primary Schools the requirement to consult feeder ward Members is removed where more than 75% of pupils at the school come from within the ward.

2.07 The Lifelong Learning Directorate provides administrative support for the appointment process.

2.08 At the County Council meeting on the 19 October 2010 consideration was given to a Notice of Motion from Councillors Dodd, Heesom, Attridge and Peers when it was resolved that the Council request the Constitution Committee to review the arrangements, powers and responsibilities of the Panel for the appointment of LA Governors.

2.09 The Constitution Committee at their meeting on the 19 October 2011 considered and endorsed the recommendations of the Panel. The Panel had recommended criteria to be considered in making nominations. Nominations should be able to demonstrate:
i) A commitment to raising standards in the school to ensure the best possible education for its pupils.
ii) Understanding the concept of value for money from the public purse.
iii) Able to demonstrate the requisite time commitment.
iv) Able to demonstrate sufficient local connection with the school's catchment area.
v) Any previous experience as a school governor.
vi) Skills which the governing body has identified in a self evaluation/skills analysis as a shortage on the governing body.

Subsequent to the meeting of the Constitution Committee, the then Executive Member and current Cabinet Member have made further recommendations that the Panel ceases to exist. However, advice from the Constitution Committee can continue to be applied within the operational framework for appointments.

3.00   CONSIDERATIONS

3.01   Whilst there have been some practical difficulties arising from delays in receiving nominations from and subsequent consultation with ward members, the Constitution Committee consider that the workings of the Panel would improve if the recommendations as set out in 2.09 are implemented. Essentially these changes introduce greater transparency into the process, improve the current paperwork and should prevent unreasonable delay in the nomination process.

3.02   There are currently 44 nominations to LA Governors vacancies waiting ratification for the period to December 2012.

4.00   RECOMMENDATIONS

4.01   That Cabinet make a decision to disband the Panel with nominations to be approved by Director of Lifelong Learning (in consultation with the Cabinet Member for Education) under delegated powers, but that the nominations process be revised as recommended by the Constitution Committee.

5.00   FINANCIAL IMPLICATIONS

None

6.00   ANTI POVERTY IMPACT

None

7.00   ENVIRONMENTAL IMPACT

None

8.00   EQUALITIES IMPACT

None

9.00   PERSONNEL IMPLICATIONS

None

10.00   CONSULTATION REQUIRED

None

11.00   CONSULTATION UNDERTAKEN

None

12.00   **<u>APPENDICES</u>**

None

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985</u>
<u>BACKGROUND DOCUMENTS</u>

➢ The School Standards & Framework Act 1999
➢ The Code of Practice on LEA/school relations 1999
➢ The Government of Maintained Schools (Wales)
  Regulations 2005

Contact Officer: Kim Brookes
Telephone: 01352 704025
Email: kim.brookes@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18TH SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **FLINTSHIRE COUNTY COUNCIL REVISED
CEMETERY REGULATIONS 2012**

1.00   PURPOSE OF REPORT

To seek approval from Members for the revised Flintshire County
Council Cemetery Regulations.

2.00   BACKGROUND

The Cemetery Regulations (copy attached at Appendix 1) are
reviewed on a bi-annual basis to keep abreast of changes to
legislation, cemetery operations and administrative issues
surrounding the service.

3.00   CONSIDERATIONS

3.01   The proposed revisions to the Cemetery Regulations provide a clear,
consistent and transparent approach to our service standards and our
approach to cemetery regulation for our customers.

3.02   The sections of the regulations which have been subject to change
are;

3.02.1   Rules Relating to Lawned Cemeteries

3.02.2   Rules Relating to Non-Lawned Cemeteries

*Previous Regulations contained one general section covering both 3.02.1 & 3.02.2
above. These have now been reworded and separated into two defined areas. In
the Non Lawned Cemeteries, approval is sought for regulation added to allow FCC
to remove dangerous / unkept kerbsets 50 years after last interment*

3.02.3   Rules Relating to General Memorialisation

*With the trends to memorialisation changing and in an attempt to control items
placed on the grave we have now allowed Solar Lights, Wind Chimes etc., but
limited numbers and size. Regulation also added to allow FCC powers to remove
any items considered a risk to Health & Safety of visitors and workers.*

3.02.4   Rules Relating to Headstones

Regulations enhanced in relation to registrations required and fixing methods to be used, and Memorial Sizes standardised

3.02.5   Memorial Benches

New Regulation as not included in previous versions. Reference also made to siting of benches in the newer cemeteries such as Kelsterton or Greenfield No2,or future cemeteries being limited to specific locations pre determined by Bereavement Services

3.02.6   Rules Relating to Cremated Remains Areas

Similar to 3.02.1 & 3.02.2 as separate section has been created for this area rather than have it contained within general interments

3.02.7   Rules Relating to Woodland Burials

New Regulation relating to the new Woodland Burial Area being established at Kelsterton Cemetery

3.02.8   Disputes, Offences and Alterations

Clear guidance given on how disputes will be dealt with

4.00   RECOMMENDATIONS

4.01   That the Cabinet approves the proposed revised Regulations.

5.00   FINANCIAL IMPLICATIONS
None

6.00   ANTI POVERTY IMPACT

None

7.00   ENVIRONMENTAL IMPACT
None

8.00   EQUALITIES IMPACT
None

9.00   PERSONNEL IMPLICATIONS
None

10.00   CONSULTATION REQUIRED
None

11.00   CONSULTATION UNDERTAKEN

Local Authority Members of the Association for Public Service Excellence (APSE) Cemetery & Crematoria Group were consulted

and views and guidance incorporated into the revised Regulations based on good practise in this area from across the UK.

12.00 <u>APPENDICES</u>

12.01 Appendix 1 – Cemetery Regulations 2012

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS</u>
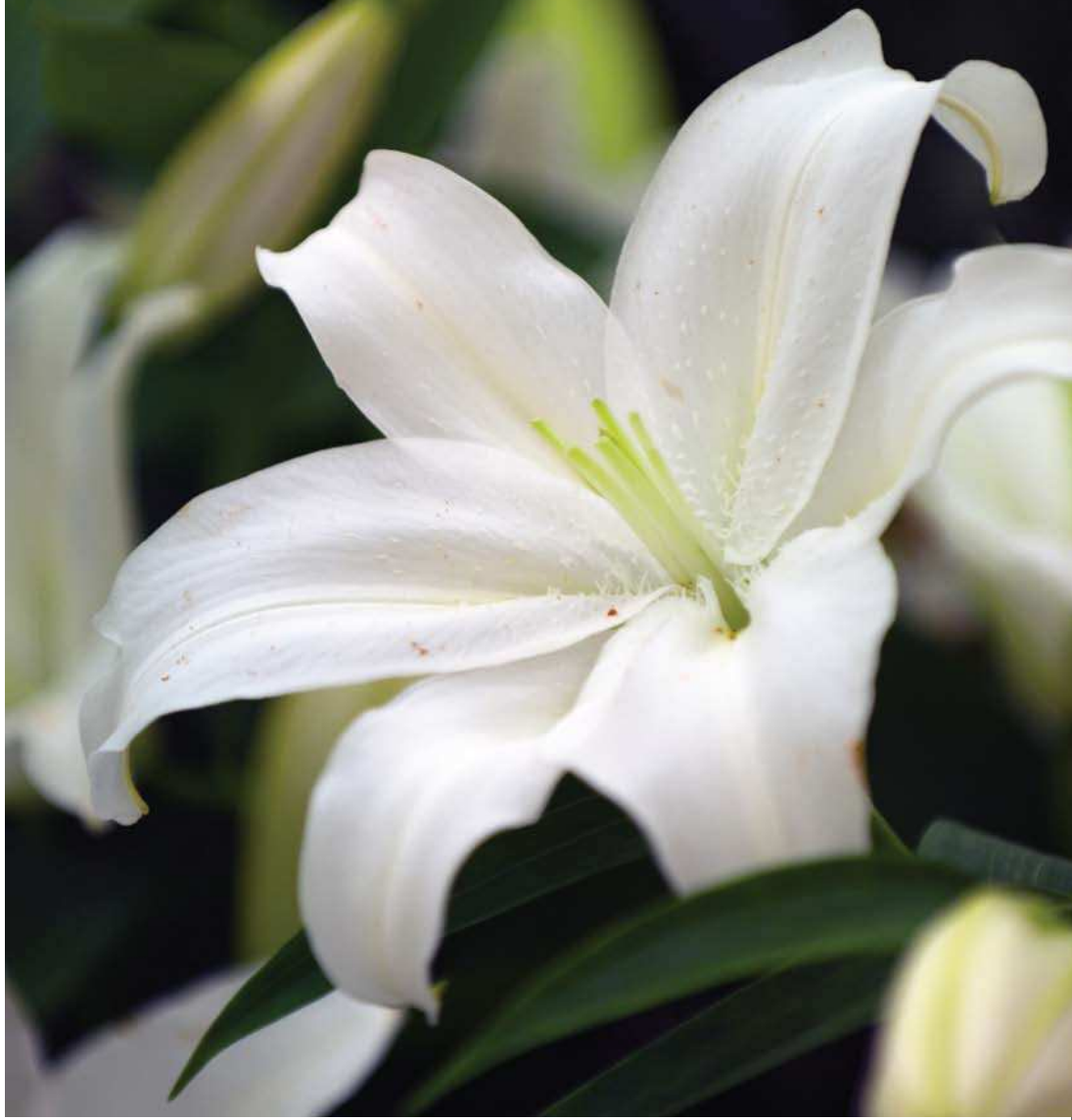
Flintshire County Council Cemetery Regulations 2012/13.

Contact Officer:	**Scott Rowley**
Telephone:	**01352 703272**
Email:	**scott.rowley@flintshire.gov.uk**

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ENVIRONMENT DIRECTORATE

BEREAVEMENT SERVICES

CEMETERY REGULATIONS 2012

These rules are in addition to the Local Authorities Cemeteries Order 1977, or any re-enactment, modification or revision thereof and are made pursuant to Regulation 3(1) thereto and under Section 214 of the Local Government Act 1972.

C O N T E N T S

1.0 MISSION STATEMENT

Flintshire County Council presently operates and manages fifteen Cemeteries and eight Closed Churchyards within the County. The cemeteries are located at Bagillt, Buckley, Connahs Quay, Flint (2), Greenfield (2), Hawarden (2), Hope (2), Rhewl, Treuddyn, Kelsterton. These cemeteries are operated primarily to meet the needs of the people of Flintshire.

In managing these facilities, the Council's mission is to:

- ensure that it satisfies burial or any other laws which may apply to such an operation

- treat those who make contact with us with the care, compassion and understanding appropriate when dealing with the bereaved

- ensure the safety of visitors to and workers within all our Cemeteries

- prevent any impediment to normal, sensible maintenance routines

- ensure that the character of the cemeteries so far as their upkeep / appearance etc. is concerned, is consistent with the wishes of the residents / cemetery users

- ensure that the bereaved may bury their loved ones and grieve for their loved ones in what the majority perceive to be appropriate surroundings (presently peaceful, dignified environments conducive to quiet reflection)

- minimise the financial burden that falls to the Council Tax payer by continually seeking ways to reduce landscape maintenance costs without reducing horticultural standards

- minimise so far as is practical, the amount of cemetery running costs borne by the Council Tax payer by levying a range of fees and charges

- continually seek ways to improve our management of the cemeteries, with particular focus on the burial process

2.0 OPENING TIMES

Bereavement Services Office

2.1 The Bereavement Services Office, is situated at County Offices, Chapel Street, Flint, Flintshire. CH6 5BD

Telephone   01352 703360
             01352 703361
             01352 703362

Fax   01352 703373

Email   cemeteries@flinthsire.gov.uk

2.2 Telephone enquiries or visits to the office may be made between the hours of 8.30a.m – 5.00 p.m. Monday to Friday. The Office is closed on Saturday, Sunday, Bank and Public Holidays. If you wish to see a member of staff in person, please telephone the above number to make a mutually convenient appointment.

Cemeteries

2.3 The fifteen cemeteries are open to the public every day of the year but are closed to visitors at dusk, or thereabouts. The opening times are as follows:

1st April to 30th September   8.00 am to 8.00 pm
1st October to 31st March   8.00 am to 4.00 pm

2.4 Daily times of closure will be displayed at the cemeteries' entrances and it is the responsibility of cemetery visitors to ensure that they leave prior to the displayed closing times. The gates will be locked in the following cemeteries, Hawarden No1 & 2, Connah's Quay, Kelsterton, Hope Bryn y Grog. It is an offence in law for unauthorised persons to be in the cemetery when it is closed to the public.

2.5 The Council reserves the right to close the cemeteries or limit the entry of persons thereto at any time without notice.

2.6 The Council accepts no responsibility for the health and safety of unauthorised persons, vehicles or other belongings in the cemeteries during the hours of closure.

3.0 GENERAL RULES CONCERNING CEMETERY GROUNDS

3.1 These Regulations apply to the following cemeteries and any adjoining extensions or additional cemeteries that may be subsequently added to the list below.

Plans of these cemeteries are kept in the Bereavement Services and may be seen, without charge, during opening times as specified in paragraph 2.2

NAME	ROAD	TOWN
Buckley	Elfed Drive	Buckley
Bryn-y-Grog	Fagl Lane	Hope
Connah's Quay	Bryn Road	Connah's Quay
Greenfield	School Lane	Greenfield
Greenfield No.2	School Lane	Greenfield
Hawarden No.1	Cross Tree Lane	Hawarden
Hawarden No.2	Ash Lane	Hawarden
Holywell	Fron Park Road	Holywell
Hope Old	Fagl Lane	Hope
London Road	London Road	Flint
New Brighton	New Brighton Road	Bagillt
Northop Road	Northop Road	Flint
St Margaret's	Penrhewl	Mostyn
Treuddyn	Ffordd-y-Rhos	Treuddyn
Kelsterton	Kelsterton Lane	Connah's Quay

Grave Depths

3.1 Graves will be excavated at depths of 4' 6", 6' 0" and *8' 0" (*only available in certain cemeteries), subject to ground conditions and Health and Safety considerations. Cremation Plots will be excavated to 2' 6" in depth. The final decision as to the depth of a grave rests with the Authority. No body shall be buried in a grave in such a manner that any part of the coffin is less than 3 feet before the level of any ground adjoining the grave (4' 6" final interment). In extenuating circumstances, however, the Authority retains the right to marginally vary this condition, providing the ground characteristics are suitable and appropriate sealing arrangements are made, up to a minimum covering of 2 feet (3' 6" final interment).

Grave Selection

3.2 The selection of grave spaces shall be subject to the approval of the Authority, but the wishes of the applicant will be met if reasonably and operationally practicable.

Visitors to Cemeteries

3.3 Access to each cemetery must only be gained through the gates provided. No private access from adjoining properties, areas or roads is permitted. Visitors to the cemeteries are requested to keep on the

roads and paths and not to walk across the graves, or to damage the shrubs or flowers. Visitors must not use the cemetery as a public thoroughfare or the roads and walks for the conveyance of goods, parcels or materials not intended for use in the cemetery.

3.4 Dogs **_must_** be kept on a lead at all times and must not be exercised within the cemeteries, though this rule will not apply in respect of guide dogs.

3.5 Prams and pushchairs must be in the care of a responsible adult.

3.6 The Council reserves the right to exclude from the cemeteries children who are not under the care of a responsible person.

3.7 Vehicular traffic must comply with all relevant traffic signs / instructions including the 5 mph speed limit, flow direction indicators and parking instructions. No parking or turning of vehicles is allowed on grassed areas.

3.8 Vehicles, whose occupants do not have legitimate business within the cemeteries, are not allowed within the grounds of the cemeteries.

3.9 Vehicle drivers must be aware of, and give due consideration to pedestrians at all times, restricting speeds accordingly.

3.10 No person shall canvas or solicit orders within the cemeteries. Anyone contravening this rule will render themselves liable to such action as the Council thinks necessary to prevent further breaches of the rule, including disqualification.

3.11 The form and placing of all memorialisation must comply with these cemetery rules. Certainly, no memorialisation shall be placed on or around trees or generally within the cemeteries' grounds.

3.12 No alcohol is to be consumed within the cemeteries' grounds.

3.13 No sport or games are to be played in the cemeteries, including climbing or ball games.

3.14 Visitors must treat the cemetery environment and other people in the cemetery with respect, and must refrain from shouting, swearing or generally behaving in an abusive manner.

3.15 No person shall use threatening or abusive behaviour towards cemetery staff, nor shall any person prevent cemetery staff from carrying out their duties.

Floral Tributes

3.16 All large floral tributes placed on a grave space following an interment will be removed and disposed of, 14 days after the funeral, if they are left in place to deteriorate

The removal and disposal of Christmas Wreaths, from all areas (excluding those fixed to Headstones) will commence during the first / second week in February annually.

Recycling

3.17 Visitors to all Flintshire's Cemeteries are actively encourage to recycle any materials such as plastic bottles, wreaths or dead flowers etc. that they leave behind in the appropriate bins provided. Visitors are also requested to ensure that only the necessary amount of water is used whilst in the Cemetery and any non concussive style taps are switched off correctly after use. These actions will help the Authority meet its commitment to providing a cleaner, greener Flintshire.

4.0 RULES RELATING TO GRAVES IN LAWNED SECTIONS OF THE CEMETERIES

4.1 Within the lawned sections of the Cemeteries or on lawned style graves only one movable vase or memorialisation is allowable per grave. The rest of the grave space and its surroundings shall be grassed and must remain free from obstructions. Mounding up of graves is not permitted

4.2 Minimal memorialisation should be placed on graves between an interment and the turfing / seeding of the grave, to enable the periodic topping-up of the settled soil. All unauthorised items will be removed from graves both during this period and immediately prior to turfing.

4.3 As soon as convenient, and allowing for any settlement of the ground after an interment (which may take up to six months) the Council will lay turf / seed over the whole of the grave.

4.4 Under no circumstances shall edging kerbs of any type be placed around a grave space and any form of loose items such as chippings / slate etc. must not be placed on a grave. Graves may only be enclosed by Kerbsets fitted to NAMM Standard by a recognised Stonemason, following the appropriate application and issuing of a formal permit. Any unauthorised installation of kerbs and placing of loose items on a grave will be removed by the Council without notice.

4.5 The Council reserves the right to place on a grave, excavated material from a neighbouring grave (whether or not contained in a soil box), remove headstones and in exceptional circumstances to move material and equipment, including mechanical diggers etc. over graves. However, in undertaking such work, the Council will always exercise due care and afford the level of dignity to the operation which would be expected in a cemetery environment. In addition, the Council will make good any damage that may be done during such work. (Normally, a maximum of only two further interments will take place in an adjoining grave.)

4.6 It should be noted that the vast majority of full-length graves in the cemeteries (as opposed to cremated remains graves) are capable of accommodating up to six caskets of cremated remains in addition to their full complement of interments.

4.7 The planting of flowers, shrubs or other vegetation within grave spaces is not permitted.

5.0 RULES RELATING TO GRAVES IN NON-LAWNED SECTIONS OF THE CEMETERIES

5.1   On a non-lawned section the space that may be used on or around the grave for memorialisation is limited to the area enclosed by the Kerbset. The surroundings of the grave shall be grassed and free from obstructions. Mounding up of graves is not permitted.

5.2   Minimal memorialisation should be placed on graves for approximately six months after an interment, to enable the periodic topping-up of the settled soil. All unauthorised items will be removed from graves during this period.

5.3   Where, in the opinion of the Senior Bereavement Services Officer, a kerbed grave is no longer tended and in which the last interment took place at least 50 years ago, the officer may arrange for the removal of any uninscribed kerbs, the making-safe of any headstone memorial previously affixed to the kerbs and the turfing of the grave.

5.4   The Council reserves the right to place on a grave, excavated material from a neighbouring grave (whether or not contained in a soil box) and in exceptional circumstances to move material and equipment, including mechanical diggers etc. over graves. However, in undertaking such work, the Council will always exercise due care and afford the level of dignity to the operation which would be expected in a cemetery environment. In addition, the Council will make good any damage that may be done during such work. (Normally, a maximum of only two further interments will take place in an adjoining grave.)

5.5   It should be noted that the vast majority of full-length graves in the cemeteries (as opposed to cremated remains graves) are capable of accommodating up to eight caskets of cremated remains in addition to their full complement of interments.

6.0 RULES RELATING TO GENERAL MEMORIALISATION ON GRAVES (E.G. VASES, TABLETS, PLANTING ETC.)

6.1 The sizes of permissible memorials on both full graves and cremated remains plots may vary from Cemetery to Cemetery. A full list of those maximum permissible sizes is shown at Appendix 1. Regardless of size or location no memorial / headstone shall be erected in any Cemetery without an application being made to the Bereavement Services Office. No work to erect the memorial shall take place until a formal Permit has been issued by the Bereavement Services and received by the Stonemason, and not before the allowable date stated on the permit.

6.2 All memorials must be inscribed with the Stonemasons Name and Grave Number to the rear of the memorial.

6.3 The planting of shrubs is specifically not permitted in or around the grave area and the Council may request the Registered Grave Owner to remove any plants or shrubs, which in the Senior Bereavement Services Officer opinion should not be there or have become unsightly, overgrown or dangerous from a previous planting. Where the Registered Grave Owner does not take the appropriate action when requested, the Council reserves the right for the Senior Bereavement Services Officer to take such action in default.

6.4 To protect the character of the cemeteries and avoid attractions that might encourage undesirable visitors during the hours of darkness, as a general principle solar powered lights will be limited to two on any one grave. These must emit only a soft, white light and solar lights should preferably be in the lantern style. Together with their stand, lantern style lights should not exceed the height of a permitted headstone, whilst other styles of lights should not exceed 30 cms (12 inches) in height. (Please note rule 6.7 below, which relates to all manner of items, but which would specifically exclude lights powered other than by solar power.)

6.5 Memorialisation in the form of wind chimes / windmills, neither of which should exceed 30 cms (12 inches) in height are permitted, but in terms of size and number on any one grave such memorialisation should be proportional so as not to disturb funeral parties or other visitors to the cemeteries.

6.6 In order that a proper standard of maintenance can be achieved efficiently and to give due regard to the safety of the grounds maintenance workers, certain items will be specifically excluded on the lawned sections. These items are border stones, edgings constructed of concrete, metal (including chains), timber, plastics, etc and chippings (of any material).

6.7 Other than the solar lights and wind chimes / windmills referred to in rules 6.4 and 6.5 above, items that are wind, solar, battery or powered in some other way so as to emit light or sound are specifically excluded from the cemeteries as such items (or a proliferation of such items) are perceived to have an adverse effect on the character of the cemeteries or on the tranquillity that funeral parties and bereaved visitors expect.

6.8 Any materials or items of memorialisation which, in the opinion of the Senior Bereavement Services Officer present a risk to the health and safety of cemetery workers or visitors will not be allowed. This includes, for example, fragile items made of glass or lantern stands topped with a point. Any such materials or items may be removed by the Council without prior notice.

6.9 All memorials must be kept in good repair by the owners. Notice will be sent to the registered owner in case of any repair being required, and after one month in default the Council may proceed to repair at the cost of the owner.

6.10 All items of memorialisation are placed in the cemeteries at the owner's own risk. The Council accepts no responsibility for any theft of, or damage to any form of memorialisation and for this reason it is recommended that items of any real sentimental or monetary value are not left on graves.

6.11 The Council reserves the right to remove any memorial, or any part thereof, from an adjoining grave or graves when such removal is deemed necessary for carrying out the work of interment in any grave. The Council will replace any such memorial, or part thereof, so removed, and make good any damage which may be done in such removal.

6.12 No memorialisation of any kind may be placed on any grave for which a grave deed has not been purchased (e.g. a public or common grave). Any form of memorialisation found on such graves will be removed without notice.

7.0 RULES RELATING TO HEADSTONE MEMORIALS ETC. AND TO MEMORIAL WORKS

7.1 In these Rules:
BRAMM means the British Register of Accredited Memorial Masons
Licensed Fixer means a BRAMM accredited fixer
NAMM means the National Association of Memorial masons
NAMM Code of Working Practice means the NAMM Code of Working Practice for the time-being in force
NAMM standards means work complying with the NAMM Code of Working Practice
British Standard means BS 8415 – Monuments within burial grounds and memorial sites - Specification
Fixing includes all foundation works but does not include such things as cleaning memorials, un-fixing of memorials or lettering of memorials and **fixing work** shall be interpreted accordingly
Memorial works means any work associated with memorials whether or not involving fixing
Dimensions – precise metric measurements are quoted in these rules, together with their approximate imperial equivalents

7.2 This Section of the cemetery rules specifies who may undertake memorial works within the Council's Cemeteries as well as the standard of quality which shall apply to such works. This section of the cemetery rules shall not apply to the Council or to employees of the Council.

7.3 All memorial works shall comply with the NAMM Code of Working Practice, provided that:

a) Where Memorial Works do not come within the NAMM Code of Working Practice (or where it is unclear whether the NAMM Code of Working Practice applies) the Senior Bereavement Services Officer shall determine the standard to be applied;

b) Where these cemetery rules apply a specific standard or requirement, these cemetery rules shall apply in preference to the NAMM Code of Working Practice, in respect of such standard or requirement;

c) The Council reserves the right to use its discretion in the application of the BRAMM scheme / NAMM Code of Working Practice in specific cases, upon request in writing to the Senior Bereavement Services Officer.

7.4 Headstone memorials shall be placed at the head of the grave, in line with adjacent memorials or in accordance with the directions of the Senior Bereavement Services Officer.

7.5 All memorials (whether new or a re-fix), including kerb-type memorials, shall be erected to conform to the British Standard and the NAMM Code of Working Practice.

7.6 Headstone memorials must be fixed to a proper foundation in accordance with the British Standard and the NAMM Code of Working Practice to ensure stability and prevent risk to the health and safety of persons employed in, or visiting the cemeteries.

7.7 Foundations for full sized graves shall be made of reinforced concrete or other suitable material that complies with the British Standard and the NAMM Code of Working Practice and is approved by the Council.

7.8 Only BRAMM / NAMM accredited businesses may carry out memorial works within the Council's cemeteries. BRAMM accredited businesses carrying out memorial works within the Council's cemeteries must employ (to include on a sub-contracting basis) Licensed Fixers to carry out fixing work, provided that this rule shall be deemed to be complied with if every 'team' carrying out fixing work has at least one Licensed Fixer. For example, if a BRAMM accredited business has three teams working on three memorials there is a requirement to have at least three Licensed Fixers (one working / supervising on each memorial). No fixing work in cemeteries on any memorial shall take place without a Licensed Fixer being present.

7.9 BRAMM accredited businesses carrying out memorial works within the Council's cemeteries which do not constitute fixing work, shall not be required to use Licensed Fixers for such work.

7.10 No memorial works shall be carried out unless a permit has been applied for and issued by the Council. Such permits must be available on site for inspection by any Bereavement Services Officer or agents acting on behalf of the Council during the execution of the works. No memorials are to be erected for at least 6 months following the burial to allow for ground settlement unless it is a cremation remains burial

7.11 No memorials shall be conveyed into or out of the cemeteries without the prior approval of the Council.

7.12 Headstone memorials must conform to the general designs approved by the Council (for dimensions see Appendix 1).

7.13 The materials used in the construction of memorials must be of durable natural stone, marble, granite or other similar materials. The Authority will reject any memorial which will not bear continuous exposure to the weather, and any memorial made of the following materials, namely: artificial stone, terracotta, china, porcelain, plastic or any other material which, in the opinion of the Senior Bereavement Services Officer, is unsuitable or incongruous with its surroundings.

7.14 Wooden memorials (other than temporary wooden crosses) will only be permitted in special circumstances on written application to the Council.

7.15 The Council accepts no responsibility for any damage caused to any memorial unless caused by the act or default of its employees or contractors working on its behalf.

7.16 Details and drawings of any proposed memorial including details of the foundation and / or the method of fixing, and inscription thereon must be submitted to the Council for prior approval, using the prescribed form (to be obtained at the Bereavement Services office). The form must be signed by the Registered Grave Owner of the Exclusive Right of Burial in a grave. No memorial will be permitted without such owner's consent.

7.17 When, in the opinion of the Senior Bereavement Services Officer, memorials are no longer maintained in good repair and proper condition, they may be removed or laid flat by order of the Council.

7.18 In the event of memorials in the opinion of the Council becoming unstable, so as to present a risk to the health and safety of persons employed in or visiting the Cemetery, the Senior Bereavement Services Officer will take appropriate action, in line with the relevant Risk Assessments and Memorial Management guidelines.

7.19 If any memorial or other work to be erected or made is in violation of these rules, the memorial or work may be removed at any time by the Council, without notice, at the cost or expense of the person responsible therefore and suitable enforcement action taken by the council against those in breech of these rules.

7.20 All memorials must be conveyed into the Cemetery, erected and removed, at the expense of the Registered Grave Owner of the exclusive right of burial, and every memorial must have inscribed upon it the number of the grave or vault on which it is to be erected and the name of the Stonemason.

7.21 No hewing of stone will be permitted within the Cemetery walls or approaches thereto and all materials for monuments and memorials shall be conveyed into the Cemetery in such a manner under the direction of the Senior Bereavement Services Officer, as will avoid the cutting up of the roads, paths or verges, Mats, planks, boards or canvas are to be used as may be directed to preserve the grass or roads from being damaged by such works.

7.22 The fixing of memorials is not allowed on Saturdays, Sundays or Public Holidays. Erectors or masons are requested to note that no work incidental thereto will be permitted after normal cemetery office hours in the cemeteries, without the written permission of the Senior Bereavement Services Officer.

7.23 Work of every description must proceed continuously and be completed without unnecessary delay. This applies, in particular, to memorials awaiting re-erection.

7.24 The re-instatement of a grave after the fixing or re-fixing of a memorial or any other memorial work is the responsibility of the memorial mason firm concerned, who must ensure that the grave and the area around the grave is left in a clean and tidy condition to the satisfaction of the Senior Bereavement Services Officer.

7.25 All memorials, or materials for fixing memorials into position, admitted into the cemetery or permitted to be erected therein shall be so conveyed, erected, remain and removed at the owner's risk and the Council shall not be held responsible for any damage or breakage occurring to, or loss of any such materials howsoever caused.

7.26 The memorial mason firm erecting a memorial (whether new or a re-fix) shall arrange for the relevant section and grave numbers to be engraved in not less than 20 mm (3/4 inch) lettering on the right-hand side reverse face of such memorial and 50 mm (2 ins) above the ground level prior to its erection within the cemetery). In addition, these markings should include an asterisk as confirmation that the headstone has been fitted to current NAMM standards.

7.27 The memorial mason firm erecting a memorial (whether new or a re-fix) shall arrange for the firm's name to be engraved in not more than 20 mm (3/4 inch) lettering on the base of the memorial.

7.28 Any employee or subcontractor of a memorial mason firm breaching any applicable cemetery rule will render themselves liable to such action as the Council thinks necessary to prevent further breaches, including disqualification.

7.29 Kerb-type memorials are only allowed in the following Cemeteries, Connahs Quay, Rhewl, Holywell and Buckley.

7.30 Any replacement kerb-type memorials must be in keeping with the current Cemetery Rules, i.e. maximum height and width. The overall length of the memorial must not exceed 1.98 metres (6 ft 6ins) and the memorial MUST be fitted on a single one-piece foundation as stated in the NAMM Code. Sectional foundations will only be allowed on multiple grave spaces.

7.31 The Authorised Officer may refuse to permit any work to commence, or order cessation of work where, by reason of inclement weather, the roads, or grass of the cemetery may be injured thereby

7.32 The position of all memorials to be subject to the orders and regulations of the Authority.

Temporary Wooden Memorials

7.33 For a period not exceeding 5 years after interment a wooden cross may be erected at the head of a grave or subject to the following specification:-

(a)   The overall dimensions shall not exceed 3 feet (0.91 metres) in height and 2 feet 9 inches (0.84 metres) in width. The cross shall be constructed of a good quality hardwood of 4 inch (100mm) square sections, half jointed and secured; any plate used for inscription purposes is not to exceed   4 inches (100mm) in depth.

(b)   The cross is to be so set in the ground at the head of the grave that it deters easy removal, e.g. embedded into concrete.

(c)   Approval for the erection of crosses to be as per Regulation 35 (The Erection of Memorials, Stones, etc).

Provided always that this Regulation shall not apply to any grave situated in an area set aside by the Authority for the interment of cremated remains, where memorial slabs are used. Such areas shall be maintained in a lawned condition in accordance with previous Regulations.

7.34 The Authority will allow a tolerance of 15mm in all Memorial heights

8.0 CEMETERY FEES AND CHARGES

8.1 Details of Flintshire County Councils Cemetery Fees and Charges are available at the Bereavement Services Office, the Flintshire County Council website, Cemetery Notice boards and will be circulated to Funeral Directors and Stonemasons annually. Interment fees are due to be paid to the Senior Bereavement Services Officer at the time of giving notice. Where a funeral director regularly uses the Authority's cemeteries, invoicing will be monthly and must be remitted to the County Finance Department. Headstones and monument fees must be remitted with the appropriate application, unless the Stonemason regularly uses the Authority's cemeteries, where invoicing will be monthly and must be remitted to the County Finance Department. Reserved Grave Plot, Memorial Bench, Memorial Plaque and all other fees not listed must be remitted with the appropriate application.

8.2 Attention is drawn to the following special charges:

(a) ***Fees for Non-Residents***
Where it is not possible to confirm by reference to the Register of Electors that the deceased (or in the case of a child - the parent(s) of the deceased) have lived for three years prior to the decease in a community where the burial expenses are paid to the Authority, then the fee appropriate for non-residents will be charged. This will relate to a person either moving into or out of the County.

(b) ***Fees to Cover Additional Administration / Works***
The Senior Bereavement Services Officer will levy an additional charge of 33% of the interment cost for the following reasons :-

1) Any changes made to an Interment details, once written or facsimile confirmation of the details have been received by the Bereavement Services Office.

2) Any additional works required, not clearly notified on the Interment Form by the Funeral Director. The Senior Bereavement Services Officer will seek to arrange for the additional work to be undertaken to minimize distress to the bereaved.

3) Cancellation of an interment, once written or facsimile confirmation of details have been received by the Bereavement Services Office occasioning additional administrative / operational work by the council.

The funeral director will be advised of the circumstances leading to this extra charge when making application or revision and where time permits, this will be confirmed in writing prior to the interment.

9.0 MEMORIAL BENCHES

9.1 No memorial benches are permitted in the cemeteries other than those provided by the Council. No person shall be permitted to provide their own bench.

9.2 Memorial benches will only be allowed in locations agreed with the Bereavement Services office, which could be subject to change. Memorial benches within the Cemeteries at Kelsterton and Greenfield No2, and any future Cemetery established by Flintshire County Council, will only be permissible in the locations predetermined by Flintshire County Council. For further information on these locations please contact the Bereavement Services section.

9.3 Anyone who purchases a bench from the Council must accept full responsibility for the maintenance of the bench and if, in the opinion of the Senior Bereavement Services Officer, a bench has not been adequately maintained, it will be removed and disposed of. Benches must remain in the natural wood colour and only suitable wood stains should be used in their maintenance.

9.4 The Council will not be held responsible for any theft or damage to a bench unless caused by the act or default of its employees.

9.5 Benches are installed on the understanding that they are a facility which may be used by any cemetery visitor and are not for the sole use of the purchaser.

9.6 Other than the official plaque or plaques that may be fitted to a bench, no other forms of memorialisation should be placed on or around the bench, or ground maintenance or improvement works undertaken around the bench.

10.0 FUNERAL BOOKINGS AND SITE ARRANGEMENTS

10.1 No burial shall take place, no cremated human remains shall be scattered and no tombstone or other memorial shall be placed in a cemetery and no additional inscription shall be made on a tombstone or other memorial without the permission of the Senior Bereavement Services Officer and the appropriate fee paid. All funerals at the cemeteries are under the control and direction of the Senior Bereavement Services Officer, or his / her representative. No grave may be selected, excavated, or re-opened unless by his / her direction. All proceedings at funerals must adhere to any specific instructions given, e.g. in relation to the positioning or behaviour of mourners, vehicles etc.

Documentation

10.2 All interment notices must be given to the Bereavement Services Office on the official forms provided by the Council. These forms must be completed accurately ensuring all requested details are fully completed.

10.3 It is vital for the efficient working of the cemetery that the information as to the length, width and depth of the coffin is accurate. An additional charge will be made to Funeral Directors for any work that may be involved by as a result of inaccurate dimensions being provided.

10.4 Any orders or instructions given by telephone will be received at the sole risk of the person giving such orders or instructions, and the Council will not be responsible for any delays which may occur or misunderstandings which may arise with regard to orders or instructions given by telephone, unless immediately confirmed in writing or facsimile in the manner provided by these rules.

10.5 Notices of interment of stillborn children mustl be accompanied by either a Certificate from the Registrar of Births, Marriages & Deaths, or an order of the Coroner. In the case of foetuses, the Medical Practitioner's Confirmation of Delivery of Non-Viable Foetus will be required

10.6 **Notice Periods**
4ft 6in or 6ft New Grave = 2 Working Days (48 Hours)
4ft 6in or 6ft Re Open Grave = 2 Working Days (48 Hours)
8ft Re Open or New Grave = 3 Working Days (72 Hours)
Bricked or Blocked Graves (All depths) = 7 Working Days

All Notice Periods are exclusive of Saturday, Sunday and Public or Bank Holidays.

Where the details, including the time of interment, provided are subsequently changed during the notice period the Authority will

endeavour to let the interment proceed if this is possible. If, in the judgment of the Senior Bereavement Services Officer, the inaccurate details provided have disrupted the planning of interments or the work of employees and / or have occasioned further administration or works, an additional charge will be levied. This provision will not apply where the normal procedure has been officially interrupted, e.g. by the intervention of Police, a Coroner or Registrar during the notice period. The Authority, however, will not be responsible for any inconvenience or loss resulting from the re-arrangement of an interment occasioned by inaccurate information supplied on the Notice of Interment form for whatever reason.

These rules may be relaxed in the case of death certified to be due to an epidemic disease.

10.7 All fees and charges incidental to interments and payable to the Council shall be paid at the time when such notices are given, unless a written agreement exists with the Council, and the receipt for such fees and charges shall be produced at the time of interment. A table of such fees shall be kept and exhibited at the Bereavement Services Office and displayed where possible within each Cemetery. This list will also be available upon request from the Bereavement Services Office. The council retain the right to alter the list or fees as it sees fit without the need for any prior notice.

10.8 A certificate of registration of death or a coroner's order must be submitted to the Bereavement Services Office before burial takes place. Failure to submit such certification in line with the Notice Periods outlined in 10.6 may result in the interment being postponed until such certification is received. The Authority will accept no responsibility for loss or damage from the postponement of any interment on such grounds.

10.9 Subject to compliance with the other requirements of these rules, no authority is required for the burial in any grave or vault of the Registered Grave Owner.

Exclusive Rights of Burial

10.10 No grave or vault in which the Exclusive Right of Burial has been purchased shall be opened unless the deed of grant is produced together, if necessary, with the owner's consent in writing. If the grant is not available, the Council may call for such proof of ownership as they may reasonably require with all relevant paperwork being completed by the person claiming to be the owner or the executors of the deceased owner. The Council will not be liable if a grave or vault is opened in error.

10.11 On acquiring the Exclusive Right of Burial in a purchased grave, the Authority will issue a deed to the person by whom, or on whose behalf,

the said Exclusive Right of Burial is purchased, and such person shall be registered in the Register of Purchased Graves as the owner of the same. The grave certificate, once purchased, gives exclusive rights of burial in a grave for a period of 100 years, with a maximum of two interments per grave (three interments are permissible in certain cemeteries), subject to ground conditions. In the event of the Authority not being able to excavate to the full depth due to ground conditions, etc., a note of this will be recorded in the Burial Register, and the purchaser of the grave will be informed.

10.12 Upon the death of the registered owner of the grave or vault, the person claiming the title to the Exclusive Right of Burial must produce satisfactory evidence of title and complete any relevant documentation as requested by the Senior Bereavement Services Officer before any grave or vault is opened otherwise than in accordance with Rule 10.10.

10.13 An owner of a Exclusive Right of Burial who wishes to assign his right may do so by means of a written assignment in a form to be approved by the Council. Until such assignment has been produced to and registered by the Council, the assignee shall not be entitled to exercise any rights under the grant. However, where a resident of Flintshire wishes to assign his right to a non-resident of the County, then an additional fee shall be charged based on the difference between resident and non-resident fees applicable at the time, but reduced proportionately by the number of whole years of the lease that have expired.

10.14 The charge for interment in a public grave does not include any right or privilege other than a right of burial in a grave to be selected by the Council.

10.15 The fees charged by the Council include everything connected with the specified items and no servant of the Council is allowed to receive any gratuity whatsoever.

10.16 The purchaser of the Exclusive Right of Burial will be furnished with a Deed of the same.

10.17 The owner shall not have the power of transferring the Right of Burial in any grave without the consent of the Council except by Will.

10.18 Any person succeeding to a Grant under a Will or Intestacy must notify the Council in writing of the change of ownership and the Council reserves the right to make such investigations as it thinks fit.

10.19 For a new grave in respect of which an exclusive right of burial is to be granted, care must be taken to see that the name of the proposed registered owner is correctly entered onto the Deed.

Grave Selection & Excavation

10.20 The selection of a grave space shall be subject to the approval of the Council and consistent with their general plan. The position of public graves will be determined by the Senior Bereavement Services Officer.

10.21 All graves are to be dug and excavated under the management, regulation and control of the Senior Bereavement Services Officer.

10.22 No body shall be buried in a grave unless the coffin is effectively separate from the coffin interred in the grave on a previous occasion by means of a layer of earth not less than six inches thick.

10.23 When any grave is re-opened for the purpose of making another burial therein, no person shall disturb any human remains interred therein or remove any soil that is offensive from the grave.

10.24 No body shall be buried in a grave in such a manner that any part of the coffin is less than three feet below the level of any ground adjoining the grave. Provided that the burial authority may, where they consider the soil to be of suitable character, permit a coffin made of perishable materials to be placed not less than two feet below the level of any ground adjoining the grave. The council reserve the right to place a concrete slab over the grave following the final interment, if there is concern about the depth of soil remaining over the final interment

10.25 No coffin, casket or other container containing human remains may be removed after interment except with the written consent of the Bereavement Services Office, which will only be given following the consent of the Ministry of Justice.

10.26 If a coffin is not used for interment the body must be enclosed in a shroud or winding sheet (the body is to be totally wrapped in this). Underneath will need to be incorporated a wooden board to provide rigidity for handling purposes. An 'outer shell' may be needed if the wrapped body may be visible to members of the public.

Right to Disturb

10.26 The Authority reserves the right to remove any memorial, border stone, or foot stone from an adjoining grave when such removal is deemed necessary for carrying out the work of interment in any grave. The Authority replacing any memorial, border stone, or foot stone so removed, shall make good any damage which may be done in such removal, and will advise the owner(s) where this is possible.

Bricked / Blocked Graves

10.27 Every brick / block grave or vault shall be properly constructed of suitable materials. Within 24 hours of any burial in a brick / block grave or vault, the coffin shall be:-

(a)   embedded in concrete, and covered with a layer of concrete not less than 6 inches thick.

OR

(b)   enclosed in a separate cell or compartment of brick/block, slates, stone flagging or pre-cast concrete slabs of a 1:2:4 mix, in any case not less than 2 inches thick, in such a manner as to prevent, as far as may be practicable, the escape of any noxious gas from the interior of the cell or compartment.

11.0 FUNERAL SERVICES / INTERMENTS

11.1 All funerals / interments must take place between the hours of 9.00am and 3.00pm on Monday to Thursdays and, 9.00am and 2.00pm on Fridays and, in exceptional services, between 9.00am and 12.00 noon on Saturdays when an additional fee will be charged, unless by arrangement with the Council. Funerals are not allowed on Sundays or Public Holidays, except in cases of an emergency. In such cases, a medical certificate that immediate burial is necessary on the grounds of public health must be produced.

11.2 The time fixed for a funeral is that at which the procession is due at the cemetery and such times must be strictly observed. In the event of a funeral arriving late, the funeral must wait as and where directed by a Bereavement Services Officer or their representative until it is convenient for it to proceed. When a notice of interment has been given, any alteration of arrangements will only be permitted at the discretion of the Council in respect of any work that may have already been executed and any other expenses that may have been incurred.

11.3 Only one funeral will be allowed in the cemetery at any one time, except with the consent of the parties concerned. A minimum of 1½ hours is to be allowed between each funeral to allow for late arrival by funeral parties and the backfilling of the grave.

11.4 If offensive odours or liquids issue from any coffin brought for interment, a Bereavement Services Officer or representative may order that the coffin shall not be brought into the Cemetery.

11.5 Persons in charge of military or other large funerals must make prior arrangements with the Senior Bereavement Services Officer.

11.6 No band or music shall be played and no extra demonstration of any kind shall be allowed within the Cemetery unless the consent of the Senior Bereavement Services Officer has first been obtained.

11.7 The Council are not responsible for notifying a Minister of Religion to attend a funeral.

12.0 RULES RELATING TO CREMATED REMAINS AREAS

12.1. Subject as hereinafter mentioned, at the discretion of the Senior Bereavement Services Officer, the Authority may permit the interment of cremated remains in a purchased grave in the cemetery, or in a cremation area, but the remains must be buried and shall not be scattered.

12.2 In the case of an interment of cremated remains, a certificate for burial purposes, issued by the Cremation Authority, will be required

12.3 Cremated remains must be buried in individual plots. These shall be marked by simple memorial tablets, wedges or headstones in keeping with the existing pattern in individual cemeteries. Know more than two interments will be permissible in a Cremated Remains Plot

12.4 Areas set aside by the Authority for the interment of cremated remains shall be maintained in a lawned condition by the Authority.

12.5 The Authority's Regulations concerning the admission, the erection, maintenance, materials and inscription of memorials and gravestones referenced in these regulations at Section 7 shall apply to the memorials to be placed on Cremated Remains Plots

12.6 Caskets should be in accordance with the recommendations of the Institute of Cemetery and Crematorium Management (ICCM) which currently approximates to the volume of a cube of side 6", i.e. a container (urn / casket) of internal dimensions to provide not less than 200 cubic inches (3277 cu.cm): urns or caskets in excess of 400 cu. inches (6555 cu.cm) should be referred to the Senior Bereavement Services Officer prior to burial. Caskets should be securely labeled.

13.0 RULES RELATING TO WOODLAND BURIALS

13.1 In order to meet the needs of those who require a more environmentally friendly funeral, Flintshire County Council offer a Woodland or Natural Burial area for this purpose.

13.2 In order to ensure that the Woodland Burial remains as ecologically friendly as possible only bio-degradable coffins such as Wicker, Corrugated Cardboard etc. will be permitted within this area. This will also apply to Cremated Remains caskets which can also be buried in the area.

13.3 The woodland burial area will be managed to enhance and sustain wildlife and the natural environment. This will mean only one or two grass cuts per year. It must therefore be appreciated that the usual neat & tidy appearance of a Cemetery will not apply to this burial area. No Horticultural chemicals will be used or permitted within this area.

13.4 It will not be possible to pre purchase graves in this area. Only at the time of the first burial can an adjacent grave be reserved. Graves will only be dug to a depth of 4ft 6ins, graves for two will take the form of "side by side" graves.

Deceased of varying faiths and beliefs will be buried within the same area.

13.5 Woodland Graves offer an alternative natural form of burial in which the graves will remain forever in a "designed" natural woodland. The burial areas have been carefully planned and grave spaces accurately recorded on plans in order that they are locatable. A copy of this plan will be provided to relatives.

13.6 Given the natural environment and area of the grave under no circumstances will any memorials or edging be permitted within the area.

Floral tributes will be allowed at the time of the interment, after that time only cut flowers, without any form of wrapping will be permissible to be placed on the grave. The council reserve the right to remove any floral tribute that does not conform to these rules at any time, without prior notice.

Graves will be marked by the Council with a simple wooden numbered post.

13.7 A Deed granting Exclusive Rights of Burial will be issued for each Woodland Burial, but unlike traditional graves, the period of exclusive rights is not significant as the burial will remain undisturbed, forever, as part of the natural woodland.

14.0 DISPUTES CONCERNING A CEMETERY RULE OR THE INTERPRETATION OF A CEMETERY RULE

14.1 If any cemetery user or visitor has a specific and relevant concern with regard to any cemetery rule or the interpretation of any cemetery rule they should, in the first instance, endeavour to resolve their concern by raising it with the Senior Bereavement Services Officer, and then with the Environmental Protection Team Leader.

14.2 If a concern cannot be resolved via a dialogue with the Senior Bereavement Services Officer under 14.1 above, the user or visitor should request information on the Council's Corporate Complaints Policy.

15.0 ALTERATIONS AND AMENDMENTS TO THE CEMETERY RULES

15.1 The Council reserve to themselves the right from time to time to make any alterations, additions, or amendments to the Cemetery rules.

15.2 Having regard to 15.1 above, no officer or member of the Council shall grant any concession that waives any of the cemetery rules.

15.3 Every person to whom the Council have by deed granted the exclusive right of burial in a grave in the Cemetery, or the successor in title of such person to such right, will be deemed to have agreed to be bound by these rules and any further amendments thereto, and by additional or substituted rules that may hereafter be duly made.

15.4 Every person authorised to carry out works on behalf of the persons to whom the Council have by deed granted the exclusive right of burial in a grave in a cemetery, or the successor in title of such person to such right, will be deemed to have agreed to be bound by these rules and any future amendments thereto; and by additional or substituted rules that may hereafter be duly made.

15.5 Any indemnity or disclaimer of liability herein shall be construed for the benefit of the Council, its members and officers, servants and agents in both contract and tort.

15.6 All Cemetery Regulations and Rules made by the Council prior to the adoption of these Rules are hereby revoked.

16.0 OFFENCES IN CEMETERIES

16.1 No person shall:
- a) wilfully create any disturbances in a cemetery;
- b) commit any nuisance in a cemetery;
- c) wilfully interfere with any burial taking place in a cemetery;
- d) wilfully interfere with any grave, walled grave or vault, any tombstone or other memorial, or any flowers or plants or any such matter; or
- e) play any game or sport in a cemetery.

16.2 No person other than an officer or servant of the burial authority or a person so authorised by or on behalf of the burial authority shall enter or remain in a cemetery at any hour when it is closed to the public.

16.3 Every person who contravenes the foregoing shall be liable on summary conviction to a fine not exceeding Level 3 on the standard scale (see Article 18 of the Local Authorities Cemeteries Order 1977).

16.4 It is a criminal offence under Article 19 of the Local Authorities Cemeteries Order 1977 to contravene rules 10.1 and 10.20 to 10.22. On summary conviction, anyone contravening any provision of these rules is liable to a fine not exceeding Level 3 on the standard scale.

Flintshire CC - Memorial Size Guidelines   *Appendix 1*

Cemetery	Full Burial Plots			Ashes Plots	
	Single Memorial	*Double Memorial*	*Kerb Sets*	*Tablets*	*Headstones*
Bagillt	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	No
Buckley	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	Yes	18ins x 12ins (457mm x 305mm)	2ft 6ins x 1ft 9 ins (0.76m x 0.54m)
Bryn Road, Connahs Quay	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	Yes	18ins x 12ins (457mm x 305mm)	2ft 6ins x 1ft 9 ins (0.76m x 0.54m)
London Road, Flint	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	No
Greenfield No's 1 & 2	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	No
Hawarden No's 1 & 2	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	2ft 6ins x 1ft 9 ins (0.76m x 0.54m)
Holywell	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	Yes	18ins x 12ins (457mm x 305mm)	No
Bryn y Grog, Hope	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	2ft 6ins x 1ft 9 ins (0.76m x 0.54m)
Rhewl	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	Yes	18ins x 12ins (457mm x 305mm)	2ft 6ins x 1ft 9 ins (0.76m x 0.54m)
Treuddyn	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	3ft 6ins x 2ft 9ins (1.07m x 0.84m)
Kelsterton	3ft 6ins x 2ft 9ins (1.07m x 0.84m)	3ft 6 ins x 7ft (1.07m x 2.13m)	No	18ins x 12ins (457mm x 305mm)	1ft 9ins x 1ft 9ins (533mm x 533mm)

Wooden Crosses shall not exceed 3ft (0.91m) in height above ground level and 2ft 9ins (0.84m) width
Please Note all sizes quoted are maximum allowable above ground level and includes polished bases.
Flintshire County Council will allow a tolerance of 15mm on memorial heights

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **DEMAND RESPONSIVE TRANSPORT SERVICES
                  UPDATE**

1.00   **PURPOSE OF REPORT**

1.01   To update members on the proposal to re-tender the Demand
        Responsive Transport Services and to seek approval for the
        withdrawal of the Theatre Shuttle Bus Service to the Theatre Clwyd.

2.00   **BACKGROUND**

2.01   On the 20 September, 2011 the Executive considered a report, which
        outlined proposals for the re-tendering of Flintshire's Demand
        Responsive Transport (DRT) bus services. The report was considered
        by the Environment Overview and Scrutiny Committee on the 6th
        October, 2011 and 18th January, 2012 following 2 Call-in notices of the
        decision of the Executive.

        The Call-ins focussed on the lack of consultation in respect of the
        proposed withdrawal of the Theatre Shuttle Service which provided
        access to culture and arts and the effects on public transport services
        providing access to employment opportunities and sites, particularly in
        Deeside.

2.02   At it's meeting on 18th January, 2012 the Overview and Scrutiny
        Committee resolved that:

        (a) the Committee support the proposals within the report for Deeside
        Shuttle Services, subject to the verbal commitments given by the
        Director of Environment to be included in the future Executive report;

        (b) the funding for the Theatre Shuttle Service be terminated but work
        continue to facilitate an alternative service; and

        (c) funding is continued to provide transport for the FUSE Group.

2.03   Further work was identified and agreed by the Director of
        Environment that needed to be carried out in respect of the provision
        of Demand Responsive Bus Services within the County before a
        subsequent report was submitted to the Executive for it's
        consideration.

2.04   At the Environment Overview and Scrutiny Budget Scrutiny meeting on 18th January, the Director of Environment committed to a fundamental review of the Councils subsidised bus services to ensure best value was being obtained from them.

2.05   Also in early 2012, Welsh Government made 3 separate announcements that there would be major reductions in transport funding allocations to Local Authorities, Bus Operators and Community Transport Operators for 2012/13.   They also stipulated that they were reviewing how transport funding would be allocated from 2013 onwards with a requirement that Local Authorities demonstrate better collaborative working across the regions in delivering transport services in the future.

2.06   The proposed cuts were 27% for the Local Transport Services Grant (LTSG) awarded to Local Authorities annually, 25% to Bus Operators through the Bus Services Operators Grant which is a fuel duty rebate and around £85k per annum to Community Transport operators in Flintshire.

3.00   **CONSIDERATIONS**

3.01   Welsh Government have recently announced that the cut to the LTSG allocation will be 10% from 1st October, 2012 to Local Authorities; this is the equivalent of 20% for a full year. However there are a number of working groups and consultation exercises still continuing on funding for Bus Operators and Community Transport funding as well as how funding from Welsh Government for Local Authority Transport Services will be allocated and managed from 2013 onwards.

3.02   Flintshire County Council officers are working with the 5 other local authorities in North Wales and the Taith Regional Transport Consortium on the development of an Outline Business Case to submit to Welsh Government on how transport services can be delivered more effectively across the region in the future.

3.03   The situation is further complicated by a number of factors including:

a) The Deeside area served by the Demand Responsive Transport Bus Services has been awarded Enterprise Zone status and we subsequently received a major outline planning application for the Northern Gateway site which was approved with conditions. A further application for the southern part of the Northern Gateway site is expected shortly. This has major implications for the provision of sustainable transport in this area and in particular the provision of bus services to existing and future employment sites in Deeside.

b) Merseytravel and Cheshire West and Chester Council have now

received substantial funding through the Local Sustainable Transport Fund in England to develop services, in turn, will impact on cross boundary transport services to existing and potential employment sites in North Wales and Merseyside and Cheshire. Officers are working closely on how we can improve sustainable transport and better integrate our existing cross boundary bus services in particular.

c) Flintshire officers are working with Welsh Government on the potential for a new bus service to link Wrexham and Deeside which would include a number of major employment sites within Flintshire. This proposal would initially be funded by Welsh Government and the Council would manage the service on their behalf.

d) Our proposed changes to the Council's DRT bus services submitted to the Executive in September, 2011 incorporated additional funding from Cadwyn Clwyd to provide rural transport services linking in with services to Deeside. Due to the changes that have happened since the 18th January 2012 Environment Overview and Scrutiny meeting outlined above, it was not considered practicable or timely to progress this and Cadwyn Clwyd have decided to reallocate the funding offered to support transport services in rural areas in Flintshire to other projects. Cadwyn Clwyd have agreed that £50k will be retained for a revised proposal to be put forward for transport initiatives to serve the rural areas in Flintshire.

e) Staff shortages in the Transportation team have not helped the situation. The Transportation Manager position has now been filled with effect from October, 2012 which will enable significant progress to be made on the review of bus services in Flintshire described in 2.04.

3.04　**Theatre Shuttle**

3.04.1　The Theatre Shuttle Service was initially launched in 2002 to attract new theatre goers from the Communities First areas in Flintshire to increase the audience base at the Theatre Clwyd. After an initial period of 12 months the project did not proceed further due to lack of take up by local communities.

3.04.2　The Theatre Shuttle Service has continued to be funded by the Council and provides a demand responsive car/minibus service to users primarily on weekdays between 5.30pm and 11.00pm. It costs £2.50 for a single or return trip and costs the Council £22376 pa, to provide through a local transport operator in 2011/12 .

3.04.3　Users of the service include a group called FUSE who use the service during school terms on Monday evenings to attend sponsored drama groups and are young people with special educational needs. Their sponsorship runs out in April, 2013.

3.04.4 The other 2 groups who use the service are workers at the theatre and theatre goers.

3.04.5 The total number of trips recorded to the theatre from January to the end of November 2011 was 1578. Of these 514 were trips for the FUSE group, 528 were workers at the theatre and 536 were theatre goers. If all of the trips are return trips, this equates to the Council subsidising each individual, including workers, for an average of £29 per visit to the theatre after they paid their £2.50 fare. Some visits by theatre goers and workers cost considerably more than this.

3.04.6 A further meeting and discussions have been held with the operator of the service and they are prepared to continue to transport the members of the FUSE group to Theatre Clwyd on Monday evenings as they have built up good relationships with the young people and their parents over a long period of time. They are best placed to understand the needs of the users of this service.

3.05 **CONCLUSIONS**

3.05.1 There are many factors which need to be considered further on how we develop and deliver all of our transport services in the future in Flintshire and across North Wales. It is clear that there is the potential for these to result in a major impact on local bus services, due to how funding is allocated and managed from Welsh Government.

3.05.2 It is not considered appropriate or cost effective at this time to make changes to the Deeside DRT bus services which continue to work well and serve our most populated areas near to existing and potential employment areas.

3.05.3 The Theatre Shuttle Service is not cost effective and is significantly subsidised by the Council.

3.05.4 Alternative ways to support the FUSE group have been pursued and it is considered that for continuity purposes the existing transport provider of the service should continue to transport members of the FUSE group to Theatre Clwyd, at the same £2.50 fare currently charged per person. This equates to a subsidy of around £10 per person per visit, which is significantly less than the £29 subsidy outlined in 3.04.5.

4.00 RECOMMENDATIONS

4.01 That a further report on the development and delivery of transport services in Flintshire and North Wales is considered at a future Cabinet meeting.

4.02   That the Theatre Shuttle Service is terminated, but funding is continued to provide transport for the FUSE group.

4.03   That alternative ways of providing transport services to Theatre Clwyd are considered as part of the review of transport services in Flintshire, outlined in 2.04.

5.00   FINANCIAL IMPLICATIONS

5.01   The withdrawal of service provision, as set out in the report, creates an £18,000 efficiency, however, and as noted in para 2.04 the Council is also proposing to undertake a detailed service review of all of its subsidised bus services and this efficiency will assist in supporting this further review

6.00   ANTI POVERTY IMPACT

6.01   The Deeside Demand Responsive Transport bus service is generally used by low income earners without access to a car who may struggle to find access to employment opportunities.

7.00   ENVIRONMENTAL IMPACT

7.01   The Demand Responsive Transport Services provide the potential to reduce travel further by private car and reduce carbon emissions.

8.00   EQUALITIES IMPACT

8.01   None

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   Liaison with J&D Autos
Liaison with Theatre Clwyd representatives
Consultations with transport operators who provide Demand Responsive Transport services in Flintshire
FUSE Group and theatre goers

12.00   APPENDICES

12.01   None

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **RECOVERY OF COSTS FOR PUBLIC PATH ORDERS**

1.00   PURPOSE OF REPORT

1.01   To revise the County Council's policy on recovering costs for public path orders.

2.00   BACKGROUND

2.01   At its meeting on 29th February 2000, the Transportation and Planning Committee resolved that delegated power be granted to the Director of Transportation and Planning to promote appropriate extinguishment or diversion orders (under section 118 or 119 of the Highways Act 1980 respectively) at the Council's expense where there were long-term obstructions of public rights of way by residential and other development (also refer to para 3.05).

2.02   At the same meeting, the Council revised its policies on the making of public path orders, following Counsel's advice. It was resolved, *inter alia*, that applicants for such orders, under either the Highways Act 1980 or the Town & Country Planning Act 1990, would pay a fee of £1500 in advance at the application stage, in accordance with Regulations published initially in 1993 and revised in 1996. Any outstanding balance would be charged to the applicant prior to the making of an order. In other words, the applicant(s) for a public path order were expected to meet the costs in full.

2.03   The policy in relation to long-term obstructions was formulated as a result of a number of housing estates dating back to the 1950s and 1960s, when the existence of public rights of way was frequently overlooked prior to and during construction, with the result that the footpath became obstructed once the housing estate was built.

2.04   Since these policies were adopted, however, the County Council has experienced some difficulties in processing orders that do not fall within the definition of long-term obstruction, which has meant that the landowners have been expected to pay the costs in full of an order. The applicants may be equally deserving of financial support from the County Council, but appear to be ineligible under the terms of the

current policy.

2.05   The *specific* power to charge for orders was first introduced in 1993 by the *Local Authorities (Recovery of Costs for Public Path Orders) Regulations 1993 SI 1993 No. 407.* This initially set a limit of £400 (plus £75 for each additional path) that each Authority could charge for public path orders. However, this ceiling was removed by Regulations published in 1996. This meant that Authorities could recover all their costs for making and advertising public path orders, except those for pursuing an opposed order to Public Inquiry.

2.06   However, the power to charge for public path orders is discretionary and the Authority could chose to pay some or all of the costs depending on the circumstances.

2.07   The most recent diversion order made (and subsequently confirmed) by the Council cost a total of just over £1700, comprising advertising costs of approximately £1100, the remainder consisting of legal fees and rights of way officers' administrative costs. All these costs were recovered.

3.00   **CONSIDERATIONS**

3.01   The current policies have enabled the County Council's Rights of Way Section to resolve a number of long-standing problems over the past few years, particularly in relation to obstructions by residential development.

3.02   There have been occasions, however, where the policy has not been sufficiently flexible to permit the County Council to make orders at its own expense, because the order does not fall within the above category of long-term obstruction.

3.03   This has meant that the Rights of Way Section has been unable to process orders that would clearly be in the public's interest, with the result that the footpath has remained obstructed.

3.04   Consequently, it would be helpful if there were more discretion to decide whether the costs associated with the making of public path orders should be waived.

3.05   In reviewing its list of long term problematic footpaths the Council has identified a total of 16 obstructed paths where the current policy on charging of orders is preventing the County Council from processing these diversions or extinguishments. This list is included at appendix A.

3.06   In relation to the list, it is proposed that the County Council make orders at its own expense, as all of the development or housing in respect of which those orders are sought predate Local Government

Reorganisation in 1996. The rationale behind this is that given the two-tier nature of local government before that date, it was more likely for situations like these to arise and the footpaths to be obstructed through no fault of the householder.

3.07 For any path that has become obstructed by housing or other residential development since 1996, and indeed those identified at Appendix A, each path would be assessed on a case by case basis and Officers would, in consultation with the Cabinet Member for Environment, prepare a delegated report which would include recommendations and costs, if any, to be charged in every given case.

4.00 RECOMMENDATIONS

4.01 The County Council's policy on recovering costs for public path orders be revised as recommended in paragraphs 3.04 to 3.07 above.

5.00 FINANCIAL IMPLICATIONS

5.01 There would be additional costs where the County Council opts to make an order at its own expense. However, these costs can be managed within existing resources, as there are likely to be efficiencies generated by a saving of officer time and reduced legal costs in attempting to resolve long-standing problems.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 Positive in that it creates and improves the existing network, thereby encouraging more citizens to access the countryside, improving health, reducing pollution and carbon emission.

8.00 EQUALITIES IMPACT

8.01 There is always the potential to improve the rights of way network through any diversion order, by, for example, reducing the gradient, improving the surface or replacing stiles with kissing gates, thereby making the rights of way network more accessible to a greater proportion of the population.

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01   None

11.00   <u>CONSULTATION UNDERTAKEN</u>

11.01   None

12.00   <u>APPENDICES</u>

12.01   List of Obstructed paths at Appendix A

**<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS</u>**

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Appendix A

COMMUNITY	ISSUE
Halkyn	One house obstructing public footpath. House erected in 1952
Buckley	Obstructed by 1 house and 1 outbuilding
Buckley	Obstructed by gardens etc. 2 spurs, numerous properties
Connah's Quay	Bridleway obstructed by porch
Connah's Quay	Obstructed by several houses
Connah's Quay	Obstructed by several houses on St David's Drive
Connah's Quay	Possibly obstructed by one house
Connah's Quay	Obstructed by several agricultural buildings as a result of a modification order
Connah's Quay	Obstructed by one house, maybe 2 or 3 possibly
Hawarden	Obstructed by one property
Hawarden	Obstructed by four properties
Hawarden	Path possibly obstructed by garage. Alignment uncertain.
Lixwm	Obstructed by extension to property
Mold	Obstructed by nine properties
Treuddyn	Surface of path washed away by landslide. Possible diversion or extinguishment
Whitford	Obstructed by a number of properties caused by defective Order made in the 1960s

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **COLLECTION OF TEXTILES FROM THE COUNCIL'S RECYCLING CENTRES**

1.00   **PURPOSE OF REPORT**

        To seek approval from Cabinet for the proposed new arrangements for the collection and disposal of textiles and shoes from Council Household Recycling Centres (HRC's) and 'Bring' sites

2.00   **BACKGROUND**

2.1   The Council currently offers residents a collection facility for unwanted textiles and shoes at its Household Recycling Centres (HRC's) and 'Bring' sites across the County. The containers at the sites are provided and emptied by contractors acting on behalf of the Salvation Army who operate a contract with the Council for providing the service. Between 50 and 100 tonnes of material is collected at the sites each year

2.2   The value of textiles as a raw material has increased greatly in the past few years and values of up to £400 per tonne can now be realised for the material. It is understood however that the Salvation Army receives only approximately 10% of the value of the material collected and the Council currently receives no income at all for the material

2.3   The contract for the collection and disposal has now expired and a new contract is required. This provides opportunities for other contractors, including Social Enterprises, to sell or reuse the clothing collected and make them available to the general public through local retail units.

3.00   **CONSIDERATIONS**

3.1   The new contract will be advertised and procured in line with the Councils Financial regulations.

3.2   The contract will be evaluated on two elements. Both elements will be of equal value in determining the outcome of the tender:

1. A statement on the contractor's proposal for delivering the service. (Quality bid)
2. The total annual funding returned to the Council after the operating costs of the successful operator have been deducted. (Financial bid)

Included in the statement for delivering the service will be a scoring mechanism which will encourage the Social Enterprise approach to service delivery

3.3 It is intended that a contribution will be made to the Chair of the Council's nominated charity, equal to 10% of the residual value returned to the Council from the sale of textiles/shoes, for each year that the contract operates.

3.4 The level of any funding returned to the Council is difficult to assess because of the volatility in the market price of raw materials

3.5 It is expected that the new contract will be advertised during November 2012 in order that the new arrangements can commence in January 2013.

4.00 RECOMMENDATIONS

4.01 That Cabinet approves the proposed new contractual arrangements for collecting the textiles and shoes at the Councils HRC's and 'Bring' sites

5.00 FINANCIAL IMPLICATION

5.1 The level of income cannot be guaranteed because of the volatility in the prices of the raw material. Any income however will be additional to the Council's waste budgets

6.00 ANTI POVERTY IMPACT

6.1 The availability of material for resale as clothing will assist families on lower incomes

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

None

9.00 PERSONNEL IMPLICATIONS

None

10.00   CONSULTATION REQUIRED

None

11.00   CONSULTATION UNDERTAKEN

With Cabinet Member

12.00   APPENDICES

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 18 SEPTEMBER 2012

REPORT BY: CHIEF EXECUTIVE

SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS   5.00 ANTI-POVERTY IMPACT

4.01 As detailed in each report.   5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT   7.00 EQUALITIES IMPACT

6.01 As detailed in each report.   7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 <u>APPENDICES</u>

11.01 Summary of Decisions taken under Delegated Powers.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>

Background documents: See individual report.
Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate	**Subject**
Corporate Services	Business Rates – Write Offs
	Corporate Debt Invoice – Write Off
Community Services	Proposed granting of an Easement to provide a gas main supplying Sheltered Housing Scheme at Coppa View, Buckley, Flintshire.
Environment	Proposed speed limit B5129 Kelsterton Road and Kelsterton Lane, Kelsterton.
	Clarification on Adoption Issues at: 1 Cwrt Rhyd Galed, Mold, 2 Cwrt Maes Coch and Stryd Tegeingl, High Street, Bagillt, 3 Ashleigh Close, Saltney.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
SEPTEMBER 2012 TO FEBRUARY 2013

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Community Profile & Partnerships Overview & Scrutiny Committee	6 September 2012	Chief Executive's	**Update Report: Police and Crime Commissioners, and Police and Crime Panels** To provide Members with an update regarding preparations for the election of the Police and Crime Commissioner for North Wales.		
Flintshire County Council	11 September 2012	Legal and Democratic Services	**Member Development Champion** To consider a recommendation from the Democratic Services Committee that its Chairman be appointed Member Development Champion		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	11 September 2012	Legal and Democratic Services	**Appointment of Town & Community Representative** To select a representative from the Town & Community Councils to serve on the Standards Committee		
Environment Overview & Scrutiny Committee	12 September 2012	Overview and Scrutiny	**Quarter 1 Performance Reports 2012/13** To note and consider the 2012/13 Quarter 1 service performance reports produced at the Head of Service/Divisional Level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2012).		
Environment Overview & Scrutiny Committee	12 September 2012	Environment	**Town Centre Action Planning** To received an update on Town Centre Action Planning and the approach adopted by Flintshire		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	12 September 2012	Legal and Democratic Services	**Forward Work Programme** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	13 September 2012	Legal and Democratic Services	**Quarter 1 Service Performance Report** To note and consider the 2012/13 Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2012)		
Corporate Resources Overview & Scrutiny Committee	13 September 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 3)** To provide Members with the revenue budget monitoring information at Month 3 for the Council Fund and the Housing Revenue Account in 2012/13.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13 September 2012	Overview and Scrutiny	**Forward Work Programme** To advise on the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	18 September 2012	Chief Executive's	**Improvement Priorities Review** To review and reset the Council's Improvement Priorities for 2012 - 2017. To receive the Improvement Plan 2012 - 2017 at the next Cabinet meeting prior to presentation for adoption at the County Council in October 2012.	Strategic	Cabinet Member for Corporate Management
Cabinet	18 September 2012	Chief Executive's	**Council (Plan) Governance Framework Review** To receive and endorse the Council (Governance) Plan following annual review	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 September 2012	Chief Executive's	**Regional Strategy for Economic Ambition** To adopt the regional Economic Ambition strategy for North Wales	Strategic	Cabinet Member for Regeneration, Enterprise & Leisure
Cabinet	18 September 2012	Chief Executive's	**Community Strategy and Local Service Board - Mid Year Review** To seek endorsement of the ongoing work of the Flintshire Local Service Board (LSB)	Strategic	Cabinet Member for Corporate Management
Cabinet	18 September 2012	ICT and Customer Services	**Customer Services Strategy Update** To update Members on the progress made towards the implementation of the Customer Service Strategy.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 September 2012	Lifelong Learning	**Regional School Effectiveness and Improvement Service Joint Committee** To seek Cabinet approval for the Terms of Reference and Membership of the Joint Committee to be established pursuant to the decision to accept the Full Business Case and establish a new Regional School Effectiveness and Improvement Service, across the six North Wales Authorities.	Strategic	Cabinet Member for Education
Cabinet	18 September 2012	Environment	**Developing the Approach to Flintshire's Local Development Plan** To set out the key requirements of the LDP process, outline the approach to be taken in developing the new plan, highlighting some of the key issues, options and choices that the Council will face, and indicate the likely timeframe for the plan.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 September 2012	Community Services	**Supporting People Operational Plan 2012/13** To inform Cabinet about the Supporting People Operational Plan (SPOP) 2012-2013 and seek approval for the proposals detailed within the plan.	Strategic	Cabinet Member for Housing
Cabinet	18 September 2012	Chief Executive's	**Quarter 1 - Performance Review 2012/13** To note and consider progress within the Q1 service performance reports noting progress against the Improvement Priorities, Targets and SARC	Operational	Cabinet Member for Corporate Management
Cabinet	18 September 2012	Chief Executive's	**Welsh Language Annual Monitoring Report 2011-12** To present to Member the Council's Welsh Language Scheme Annual Monitoring Report 2011-12, for agreement for formal submission of the report to the Welsh Language Commissioner (WLC).	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 September 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 3)** To provide Members with the revenue budget monitoring information at Month 3 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 September 2012	Human Resources and Organisational Development	**Workforce Information Quarter 1** To provide Executive Members with an update for the first quarter of 2012/13.	Operational	Cabinet Member for Corporate Management
Cabinet	18 September 2012	Human Resources and Organisational Development	**Early Retirement Summary - 1st January 2012 - 30th June 2012** To provide Members with a summary of Early Retirements approved and implemented for the quarterly period, including details of associated costs to the Council.	Operational	Cabinet Member for Corporate Management
Cabinet	18 September 2012	Legal and Democratic Services	**Constitutional Updates to Reflect New Portfolios** To note the Cabinet portfolios for updating the Constitution	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 September 2012	Lifelong Learning	**School Performance Monitoring Group** To seek views on creation of a renewed group to monitor and support the improvement of school standards in Flintshire.	Operational	Cabinet Member for Education
Cabinet	18 September 2012	Lifelong Learning	**Quarterly Monitoring Report on Progress with Implementation of the Estyn Action Plan** Estyn Action Plan Update	Operational	Cabinet Member for Education
Cabinet	18 September 2012	Lifelong Learning	**Greenfield Valley Trust Accounts** Report on the audited accounts for Greenfield Valley Trust.	Operational	Cabinet Member for Education
Cabinet	18 September 2012	Lifelong Learning	**Ysgol Rhes y Cae - Feedback from Consultation** Feedback from Consultation	Operational	Cabinet Member for Education
Cabinet	18 September 2012	Lifelong Learning	**Panel for the Appointment of LEA Governors** Review of panel arrangements	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 September 2012	Environment	**Flintshire County Council Revised Cemetery Regulations 2012** This report seeks approval to make updates and amendments to the Council's current Cemetery Regulations.	Operational	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	18 September 2012	Environment	**Demand Responsive Transport Services Update** To review the current arrangements for Theatre Shuttle Service.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 September 2012	Environment	**Recovery of Costs for Public Path Orders** To revise the County Council's policies on recovering costs for public path orders.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 September 2012	Environment	**Collection of Textiles from Council's Recycling Centres** To inform Members of the proposals to tender the textile collection arrangement from the Council's recycling centres.	Operational	Cabinet Member for Public Protection, Waste & Recycling

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	20 September 2012	Overview and Scrutiny	**Quarter 1 Performance Reporting** To note and consider the 2012/13 Quarter 1 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council.		
Lifelong Learning Overview & Scrutiny Committee	20 September 2012	Lifelong Learning	**Educational Development of Children with a Senior Impairment** To provide Members with information regarding all aspects of education and support provided for children, pupils and students who are hearing or visually impaired and their families and Flintshire.		
Lifelong Learning Overview & Scrutiny Committee	20 September 2012	Lifelong Learning	**Community Play Project** To provide Members with information regarding the Community Play Project		

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Lifelong Learning Overview & Scrutiny Committee	20 September 2012	Lifelong Learning	**Formula Review update/Budget Strategy** Scoping paper and progress report on the formula review/budget strategy.		
Lifelong Learning Overview & Scrutiny Committee	20 September 2012	Legal and Democratic Services	**Forward Work Programme** To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee		
Audit Committee	25 September 2012	Finance	**Action Tracking** To inform the Committee of actions taken as a result of matters arising at previous meetings.		
Audit Committee	25 September 2012	Finance	**Management of Internal Audit** To advise Members of the management arrangements for the Internal Audit Department after 31st March 2013.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	25 September 2012	Finance	**Final Statement of Accounts 2011/12** To present to Members of the Audit Committee the Statement of Accounts for 2011/12, incorporating those changes agreed with the Wales Audit Office (WAO) during the course of the audit (as reported separately on the agenda).		
Audit Committee	25 September 2012	Finance	**Audit of 2011/12 Financial Statements - Reports by Wales Audit Office (WAO)** To present to Members of the Audit Committee, WAO's reports in connection with the audit of the 2011/12 financial statements:- - Flintshire County Council - Clwyd Pension Fund		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	25 September 2012	Finance	**Treasury Management Mid Year Update** To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2012/13 to the end of August 2012.		
Audit Committee	25 September 2012	Finance	**Items deferred from the Audit Plan for 2010/11 and 2011/12** To inform the Committee of the items deferred during the last two years and their consideration for the following years' plans.		Leader of the Council and Cabinet Member for Finance
Audit Committee	25 September 2012	Finance	**Internal Audit Progress Report** To provide an update on progress against the Operational Plan for 2012/13, summarise the results of our recent work and report on Performance Indicators.		Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	25 September 2012	Finance	**Forward Work Programme** To inform the Committee of the Internal Audit Forward Work Programme.		
Flintshire County Council	25 September 2012	Chief Executive's	**Improvement Plan 2012/13** To endorse the priorities, objectives and outcomes within the 2012/13 plan		
Flintshire County Council	25 September 2012	Finance	**Final Statement of Accounts 2011/12** To seek Members' approval of the final Statement of Accounts for 2011/12.		
Flintshire County Council	25 September 2012	Finance	**Audit of the 2011/12 Financial Statements - Reports by Wales Audit Office (WAO)** To present to Members the WAO's reports in connection with the audit of the 2011/12 financial statements:- - Flintshire County Council - Clwyd Pension Fund		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Flintshire County Council	25 September 2012	Legal and Democratic Services	**Annual Governance Statement** For Council to approve the Annual Governance Statement		
Flintshire County Council	25 September 2012	Finance	**Clwyd Pension Fund Update** To update Members on issues relating to the Clwyd Pension Fund.		
Flintshire County Council	25 September 2012	Environment	**Sychdyn Development Brief** To seek approval from members regarding the supplementary planning guidance on the UDP.		
Housing Overview & Scrutiny Committee	26 September 2012	Overview and Scrutiny	**Quarter 1 Service Performance Reports** To note and consider the 2012/13 Quarter 1 service performance reports produced at the Head of Service/Divisional Level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2012).		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Housing Overview & Scrutiny Committee	26 September 2012	Housing	**Secure/Introductory Tenancy Agreement** To provide members with an updated version of the Secure/Introductory Tenancy Agreement following earlier proposals in April 2011.		
Housing Overview & Scrutiny Committee	26 September 2012	Housing	**Local Housing Strategy** To consider proposals within the Draft Strategy.		
Housing Overview & Scrutiny Committee	26 September 2012	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		
October					
Social & Health Care Overview & Scrutiny Committee	4 October 2012	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	11 October 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 4)** To provide Members with the revenue budget monitoring information at Month 4 for the Council Fund and the Housing Revenue Account in 2012/13.		
Corporate Resources Overview & Scrutiny Committee	11 October 2012	Finance	**Capital Programme 2012/13 (Month 4)** To provide Members with the latest capital programme information for 2012/13		
Corporate Resources Overview & Scrutiny Committee	11 October 2012	Human Resources and Organisational Development	**Early Retirement Summary - April - June 2012** To provide Scrutiny Members with a summary of Early Retirements approved and implemented for the quarterly period, including details of associated costs to the Council.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	11 October 2012	Human Resources and Organisational Development	**Workforce Information Quarter 1** To provide Scrutiny Members with an update for the first quarter of 2012/13.		
Cabinet	16 October 2012	Chief Executive's	**Regional Collaboration** To review progress against the portfolio of collaborative projects adopted regionally.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	16 October 2012	Lifelong Learning	**CCTV Regional Report** Progress on feasibility of a Regional CCTV Service for North Wales	Strategic	Cllr Chris Bithell
Cabinet	16 October 2012	Environment	**Green-Space Strategy** To present the Green-space Strategy for approval.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	16 October 2012	Environment	**Community Asset Transfer Scheme** To review the Council's approach to Community Asset Transfers and to recommend a Policy.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16 October 2012	Human Resources and Organisational Development	**People Strategy** To provide a final update to Members on the delivery of actions under the People Strategy 2009-12. To present the revised People Strategy 2012 - 2016 for Member endorsement	Strategic	Cabinet Member for Corporate Management
Cabinet	16 October 2012	ICT and Customer Services	**Procurement Update** To provide an update on the work being undertaken nationally, regionally and locally to improve procurement practices, develop professional capacity and deliver efficiency savings.	Strategic	Cabinet Member for Corporate Management
Cabinet	16 October 2012	Chief Executive's	**Annual Performance Report 2011/12** To approve the 2011/12 draft Annual Performance Report for adoption by County Council	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16 October 2012	Finance	**Capital Programme 2012/13 (Month 4)** To provide Members with the latest capital programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 October 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 4)** To provide Members with the revenue budget monitoring information at Month 4 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 October 2012	Finance	**Capital Programme 2012/13 (Month 4)** To provide Members with the latest capital programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16 October 2012	Finance	**Council Tax and Long Term Empty Homes in Wales** To provide Members with details of a Welsh Government Consultation Paper on providing more discretion to local authorities on Council Tax levels for long term empty homes.	Operational	Cabinet Member for Corporate Management
Cabinet	16 October 2012	Finance	**Corporate Debt - Write Off** To request authorisation to write off a single Corporate Debt	Operational	Cabinet Member for Corporate Management
Cabinet	16 October 2012	Finance	**Treasury Management Mid Year Update** To present to Members the Treasury Management Mid Year Report for 2012/13 for recommendation to Council.	Operational	Cllr Billy Mullin
Cabinet	16 October 2012	Finance	**Corporate Debt Policy** To approve the implementation of a Corporate Debt Policy.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16 October 2012	Lifelong Learning	**Youth Service Review** Progress Report	Operational	Cabinet Member for Education
Cabinet	16 October 2012	Lifelong Learning	**Shotton Amalgamation - Feedback from Consultation** Feedback from Consultation	Operational	Cabinet Member for Education
Cabinet	16 October 2012	Community Services	**Tenancy Agreement for Council Housing** To approve the Tenancy Agreement for Council Housing.	Operational	Cabinet Member for Housing
Cabinet	16 October 2012	Environment	**Wepre Park 10 Year Management Plan** To advise members of the Wepre Park 10 year management and maintenance plan developed as part of the Heritage Lottery Fund (HLF) second round submission.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	17 October 2012	Environment	**Review of the Council's Waste Strategy** To receive an update and consider progress made against the Service Improvement Action Plan.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	17 October 2012	Environment	**Rural Development Plan** To update members on the progress of Business Plan 2 with particular consideration to any downturns in progress.		
Lifelong Learning Overview & Scrutiny Committee	25 October 2012	Lifelong Learning	**Regional Transport Update** To provide Members with an update regarding regional transport developments.		
Lifelong Learning Overview & Scrutiny Committee	25 October 2012	Lifelong Learning	**Flintshire Arts Strategy** To update members on the progress made in achieving the objectives/actions of the Flintshire Arts Strategy.		
Housing Overview & Scrutiny Committee	31 October 2012	Housing	**Repairs & Maintenance** To update Members on the approach and effectiveness of repairs and improvements to the Council's housing stock, with emphasis on Travis Perkins, Non-urgent repairs and the vehicle tracking system.		
November					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	1 November 2012	Overview and Scrutiny	**Forward Work Programme**		
Flintshire County Council	13 November 2012	Finance	**Treasury Management Mid Year Update** To present to Council the recommendations of the Executive of 16th October 2012 in relation to the Treasury Management Mid Year Report 2012.		
Flintshire County Council	13 November 2012	Environment	**Buildings of Local Interest Procedure** To seek approval of the Members regarding the new procedure		
Corporate Resources Overview & Scrutiny Committee	19 November 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 5)** To provide Members with the revenue budget monitoring information at Month 5 for the Council Fund and the Housing Revenue Account in 2012/13.		

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Corporate Resources Overview & Scrutiny Committee	19 November 2012	Human Resources and Organisational Development	**People Strategy** To provide a final update to Scrutiny Members on the delivery of actions under the People Strategy 2009-12. To present the revised People Strategy 2012-2016		
Cabinet	20 November 2012	Finance	**Provisional Settlement 2013/14 & Budget Update** To provide details of the Provisional Welsh Local Government Settlement 2013/14.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20 November 2012	Environment	**Review of the Council's Waste Strategy** To review the Council's Waste Strategy, including its performance regarding collections, following consideration by full Council in March.	Strategic	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	20 November 2012	Environment	**Streetscene Review** To review the Streetscene Service six months after the launch of the service.	Strategic	Cabinet Member for Public Protection, Waste & Recycling

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Cabinet	20 November 2012	Environment	**Flood Risk Management Strategy** To advise Members of the need to develop Flood Risk Management Strategy for Flintshire.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 November 2012	Environment	**Civil Parking Enforcement**	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 November 2012	Finance	**Council Tax Base for 2013-14** To approve the Council Tax Base for the financial year 2013-14.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20 November 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 5)** To provide Members with the revenue budget monitoring information at Month 5 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	20 November 2012	Finance	**Council Tax and Business Rate Policies 2013-14** To approve various policies for the administration of Council Tax and Business Rates for the Financial Year 2013-14.	Operational	Cllr Billy Mullin
Cabinet	20 November 2012	Lifelong Learning	**Facilities Services Review** Review implementation report	Operational	Cabinet Member for Education
Cabinet	20 November 2012	Lifelong Learning	**Secondary School Review** Feedback from consultation	Operational	Cabinet Member for Education
Cabinet	20 November 2012	Lifelong Learning	**Hawarden Amalgamation - Feedback from Consultation** Feedback from Consultation	Operational	Cabinet Member for Education
Cabinet	20 November 2012	ICT and Customer Services	**ICT Service Review** To provide an update on progress of the ICT Service Review and seek Members approval to relevant actions.	Operational	Cabinet Member for Corporate Management

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Cabinet	20 November 2012	Human Resources and Organisational Development	**Workforce Information Quarter 2 - July - September 2012** To provide Cabinet Members with an update for the second quarter of 2012/13.	Operational	Cllr Billy Mullin
December					
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Overview and Scrutiny	**Quarter 2 Performance Reports** To note and consider the 2012/13 Quarter 4 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council.		
Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**School Exclusions** Annual monitoring report to ensure effective mechanisms are in place for exclusions, together with appropriate levels of intervention and support.		

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Lifelong Learning Overview & Scrutiny Committee	6 December 2012	Lifelong Learning	**School Balances** To provide the Committee with details of closing balances held by schools at the end of the financial year.		
Audit Committee	13 March 2013	Finance	**Financial Procedure Rules** To present recommendations to update the Council's Financial Procedure Rules.		
Audit Committee	12 December 2012	Finance	**Operational Audit Plan & Recommendation Tracking** To inform Members of progress against the Operational Plan for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	12 December 2012	Finance	**Treasury Management Update** To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2012/13.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	12 December 2012	Finance	**Investigation Progress Report** To outline on-going proactive counter fraud work and reactive investigative work currently being carried out.		Leader of the Council and Cabinet Member for Finance
Audit Committee	12 December 2012	Finance	**Internal Audit Progress Report** To provide an update on progress against the Operational Plan for 2012/13, summarise the results of our recent work and report on Performance Indicators.		Leader of the Council and Cabinet Member for Finance
Audit Committee	12 December 2012	Legal and Democratic Services	**Annual Update of Code of Corporate Governance** Annual update of the Code of Corporate Governance	All Report Types	
Corporate Resources Overview & Scrutiny Committee	13 December 2012	Finance	**Capital Programme 2012/13 (Month 6)** To provide Members with the latest capital programme information for 2012/13.		

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Social & Health Care Overview & Scrutiny Committee	17 December 2012	Overview and Scrutiny	**Forward Work Programme**		
Cabinet	18 December 2012	Finance	**Capital Programme 2012/13 (Month 6)** To provide Members with the latest capital programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	**Revenue Budget Monitoring 2012/13 (Month 6)** To provide Members with the Revenue Budget monitoring information at Month 6 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Finance	**Capital Programme 2012/13 (Month 6)** To provide Members with the latest capital programme information for 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 December 2012	Lifelong Learning	**School Funding Formula Review** Review implementation report.	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 December 2012	Lifelong Learning	**Inclusion Services Review** Review implementation report for Members.	Operational	Cabinet Member for Education
Cabinet	18 December 2012	Lifelong Learning	**Welsh Public Library Standards** Annual Report for Members on the Standards.	Operational	Cabinet Member for Education
January					
Environment Overview & Scrutiny Committee	9 January 2013	Overview and Scrutiny	**Quarter 1 Performance Reports 2012/13** To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period (July to September 2012).		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22 January 2013	Finance	**Revenue Budget Monitoring 2012/13 (Month 7)** To provide Members with the Revenue Budget monitoring information at Month 7 for the Council Fund and Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	24 January 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social		
Flintshire County Council	29 January 2013	Finance	**Financial Procedure Rules** To provide County Council with the proposed updated Financial Procedure Rules (FPRs) following the annual review.		
Audit Committee	30 January 2013	Finance	**Treasury Management Update and Policy & Strategy Statement 2013/14** To present the 2013/14 draft Treasury Management Policy and Strategy Statement for review prior to recommendation to Executive.		

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February					
Cabinet	19 February 2013	Finance	**Council Fund Revenue Budget 2013/14** To propose the Council Fund Revenue Budget for 2013/14.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Finance	**Revenue Budget Monitoring 2012/13 (Month 8)** To provide Members with the Revenue Budget monitoring information at Month 8 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 February 2013	Finance	**Treasury Management Policy & Strategy Statement 2013/14** To present to Members the Treasury Management Policy Statement for 2013/14 for approval to Council.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	19 February 2013	Human Resources and Organisational Development	**Early Retirement Summary - July - December 2012** To provide Cabinet Members with a summary of Early Retirements approved and implemented for the period July - December 2012, including details of associated costs to the Council.	Operational	Cllr Billy Mullin
Cabinet	19 February 2013	Human Resources and Organisational Development	**Workforce Information Quarter 3 - October - December 2012** To provide Cabinet Members with an update for the third quarter of 2012/13.	Operational	Cllr Billy Mullin