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Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraidaidd



To: ALL MEMBERS OF THE COUNCIL

CS/NG

18 June 2014

Maureen Potter on 01352 702322
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Dear Sir / Madam

A meeting of the **FLINTSHIRE COUNTY COUNCIL** will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 24TH JUNE, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

1 PRESENTATION

A presentation in recognition of Flintshire Schools Football Teams on their recent success in the Tom Yeoman Welsh Schools' Football Association's Festival for Under 11s.

2 APOLOGIES FOR ABSENCE

3 COUNCIL MINUTES (Pages 1 - 24)

To confirm as a correct record the minutes of the meetings held on 30 April 2014 and 20 May 2014.

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

4 **DECLARATIONS OF INTEREST**

To receive any declarations of interests from Members.

5 **CHAIR'S COMMUNICATIONS**

6 **PETITIONS**

7 **PUBLIC QUESTION TIME**

8 **QUESTIONS**

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

9 **QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES**

The Minute Book, Edition 1 2014/15, has been circulated to Members. Members are now entitled to ask questions on these minutes, subject to certain limitations, and answers will be provided at the meeting. Members are requested to bring to the meeting their copy of the Minute Book. Any questions must have been received by the Democracy and Governance Manager prior to the close of business on 18 June 2014

10 **NOTICE OF MOTION**

11 **IMPROVEMENT PLAN 2014/15** (Pages 25 - 138)

Report of Chief Executive

12 **REVIEW OF POLITICAL BALANCE** (Pages 139 - 146)

Report of Head of Legal and Democratic Services

FLINTSHIRE COUNTY COUNCIL
30 APRIL 2014

Minutes of the meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday, 12 November 2013

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Alex Aldridge, Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Helen Brown, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Adele Davies-Cooke, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Carol Ellis, Jim Falshaw, Veronica Gay, Robin Guest, Alison Halford, Ron Hampson, George Hardcastle, Ray Hughes, Dennis Hutchinson, Hilary Isherwood, Joe Johnson, Rita Johnson, Kevin Jones, Stella Jones, Colin Legg, Brian Lloyd, Richard Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, Billy Mullin, Tim Newhouse, Mike Reece, Gareth Roberts, Ian Roberts, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Nigel Steele-Mortimer, Arnold Woolley and Matt Wright

APOLOGIES:

Councillors: Chris Bithell, Amanda Bragg, Alan Diskin, Chris Dolphin, Christine Jones, Richard Jones, Phil Lightfoot, Mike Peers, Neville Phillips, Owen Thomas and David Wisinger

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal & Democratic Services, Head of Finance, Head of Human Resources and Organisational Development, Democracy & Governance Manager, Clwyd Pension Fund Manager, Team Manager, Committee Services and Committee Officer

The Chair welcomed the new Member for Flint Trelawny, Councillor Paul Cunningham.

109. PRESENTATIONS

The Chair welcomed David Jones, Principal of Coleg Cambria, Nick Tyson, Executive Director of Curriculum Engineering and Construction at Coleg Cambria and Gareth Davies, Head of A350 Wing Industrialisation at Airbus.

She congratulated them on the recent achievement of one of 20 universities and further education colleges winning the Queen's prize of highest national honour in education for their vocational training in aircraft production and maintenance for Airbus and UK aerospace.

David Jones thanked Members for the opportunity of addressing the meeting to provide details on the prize which they had been delighted to win. Of the 20 winners, the majority were for universities with only three being for further education colleges. Although the prize had been presented to Coleg Cabria,

David Jones explained that the submission had been as Deeside College and that Deeside College were the only college to have received the award twice.

He stressed the team work that was required for the achievement of such an award including students, apprentices, managers and Governors and thanked all of those involved.

Nick Tyson said he was proud to have been raised in Flintshire and his core business values came from his initial career at Airbus. Those values were echoed through the College's Vision for Excellence document which helped to inspire learners to engage, learn and develop and be innovating in all that they did to ensure their success was a priority for the College.

Four apprentices from the College attended the presentation awards at the Palace along with himself and David Jones which was an extremely rewarding experience. He provided details on the range of apprenticeships that were offered by the College and stressed the importance of being aware of industry requirements to ensure that that they were able to provide the appropriate training.

In addition, he emphasised the importance of the key skills that were developed alongside the formal apprenticeships training which were critical in business.

Gareth Davies echoed the importance of life skills, technical skills and being a good ambassador for the company. It was important for Airbus to maintain their current position in the marketplace which was underpinned by the work undertaken with the College.

In conclusion, David Jones added that the next step for Coleg Cambria was to build on its current success and for it to be replicated in the Deeside Enterprise Zone.

Councillor Derek Butler as Cabinet Member for Economic Development said the award was an excellent recognition and a great honour to industry in Flintshire. He said this was an example of what Flintshire did well in relation to partnership working and that it boded well for manufacturing in the future.

Councillors Alex Aldridge, Clive Carver, Matt Wright and Paul Shotton also paid tribute to Coleg Cambria and Airbus on receiving such a prestigious award, stressing the importance of the future being the relationship between education and industry.

110. COUNCIL MINUTES

The minutes of the meeting held on 18 February 2014 were submitted.

Councillor Mike Reece said in the second paragraph of page 8, the name Julie Garman should be replaced with Julie Gorman.

The minutes of the meeting held on 25 March were submitted.

Councillor Robin Guest said he was disappointed that there was not a full record of his proposed amendment to the recommendation on “Review of the Council Operating Model and Senior Management Structure”. The Chief Executive explained that as that part of the meeting was in closed session, the minute by definition was brief however a paragraph would be included to provide further details on his amendment.

RESOLVED:

That subject to the above amendments, the minutes be approved as a correct record and signed by the Chair.

111. DECLARATIONS OF INTEREST

The Head of Legal and Democratic Services advised that all Members had a personal interest in agenda item number 14 – Independent Remuneration Panel Annual.

On agenda item number 17 – Clwyd Pension Fund Update and agenda item number 18 - Clwyd Pension Fund Governance, the Head of Legal and Democratic Services advised that the interest was personal and the following Members declared:

Councillors: Alex Aldridge, Helen Brown, David Cox, Peter Curtis, Ian Dunbar, Brian Dunn, Carol Ellis, George Hardcastle, Joe Johnson, Kevin Jones, Stella Jones, Hilary McGuill, Nancy Matthews, Ann Minshull, Ian Roberts, Aaron Shotton and Ian Smith

112. CHAIR’S COMMUNICATIONS

A copy of the Chair’s communications had been circulated to all Members before the meeting.

113. PETITIONS

The Chair confirmed that none had been received.

114. QUESTIONS

The Chair confirmed that none had been received.

115. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chair confirmed that none had been received.

116. NOTICE OF MOTION

The Chair confirmed that none had been received.

117. EMPLOYERS' PROMISE

The Chief Executive explained the background to the report. The County Council alongside other Local Service Board (LSB) partners had signed up to the Employers' Promise on 3 April 2014 because as employers, LSB partners were committed to developing a skilled workforce equipped to meet the challenges of the future. Earlier that week, the Single Integrated Plan had been submitted to Community Profile and Partnerships Overview and Scrutiny Committee with the first priority being "Leading by example as employers and Community Leaders". Within that priority a commitment had been made to the adoption of the Employers' Promise.

The Director of Lifelong Learning introduced the report and said the LSB partners believed the Employers' Promise would support employees and residents in the County by creating additional opportunities for all residents, however there was a specific focus on improving the routes to employment available to young people. The partners had committed to:

1. be aspiring employers of choice
2. develop, promote and support a range of lifelong learning opportunities for people at work, at schools, college and universities, and in communities; and
3. develop, promote and support a broader range of education, employment and training opportunities for all people, with young people aged 16 to 24 years a priority.

Partners would develop new ways of delivering public services that had the potential to make a difference to peoples' lives at the same time as making better use of public money. This would be achieved in partnership with the public, private and voluntary sector partners. In partnership with other organisations, partners would develop new frameworks for: basic skills; employee development; workforce planning; reducing inequalities in employment; and well being.

The report provided full details on how all partners would maximise chances to support opportunities in employment, education and training.

Progress to date included:

- The launch of the Employer's Promise in the public sector to promote and enhance the roles as employees
- Key early projects which included supporting the development and implementation of the Young Engagement and Progression Framework, ensuring tracking and support for those vulnerable at transition to training or further education at 16
- Flintshire County Council had sponsored development of the BEN network, which encouraged creativity in people wanting to start or grow a business, develop entrepreneurial skills needed. Most crucially it supported and enabled young people to access opportunities in Flintshire

- The renewal of the apprenticeships programme to ensure equity of access to apprenticeships at all appropriate levels. Flintshire County Council had promoted development of new partnership shared apprenticeship and traineeship programmes, such as those developing in the construction sector and through the Deeside Enterprise Zone

Councillor Aaron Shotton, Leader of the Council and Cabinet Member for Finance proposed approval of the recommendation. He welcomed the report and the opportunity to endorse the principles of the Employer's Promise in what was a difficult time ahead for the public sector. This demonstrated a way forward with partners and a public commitment to invest in the workforce. There would be increased opportunities across the county and businesses that employed local people should be recognised.

Councillor Hilary Isherwood supported the principles of the Employer's Promise but felt that the bus services in semi-rural and rural areas needed to be more frequent to enable the opportunities for young people to be county wide and not inhibited by the infrastructure. In response, Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Environment said all such aspects would be considered in the forthcoming Local Development Plan (LDP) process however it was equally important that semi-rural and rural areas absorbed some of the growth in affordable housing required in the county.

RESOLVED:

- (a) That the principles of the Employers' Promise support as an active partner be endorsed; and
- (b) That the monitoring of impact from implementation of the Employer's Promise, to take place in November 2014 and subsequently, be supported.

118. COMMUNITY REVIEW UPDATE

The Democracy and Governance Manager introduced the report which recommended the draft final proposals on the community review.

Following the draft proposals being agreed at County Council on 23 October 2013 and Cabinet on 19 November 2013, all Town and Community Councils were sent copies of the draft proposals at the end of November to seek observations by the end of January 2014. Attached as appendix A to the report was a list of all Town and Community Councils and other interested parties who had responded. All of the comments received had been carefully considered in preparing the draft final proposals which were attached as appendix B to the report.

In arriving at the draft final proposals, officers had considered:

- The need to address any existing anomalies
- The need to comply with the guiding principles

- The need to take account of the wishes of the Town and Community Councils and other interested parties
- The need to avoid practical difficulties with the Local Government elections scheduled for 2017 as detailed in paragraph 6.03 of appendix B
- Avoiding any obvious inconsistency of approach between similar Town or Community Councils

For 29 of the Town and Community Councils, the draft final proposals had not changed from the draft proposals previously agreed by Council and Cabinet. The consultation on the draft proposals had led to differences in what was proposed for the following Town and Community Councils, full details of which were contained in the report:

1. Hawarden
2. Hope
3. Penyffordd
4. Mold
5. Whitford

The next stage of the process was for Cabinet to consider the draft final proposals, together with the observations of County Council. Once agreed by Cabinet, they would appear on the Council's website.

Where the proposals involved changes to external community boundaries, a report would be submitted to the Local Democracy Boundary Commission for Wales recommending them.

Councillor Billy Mullin, Cabinet Member for Corporate Management moved the recommendation and thanked the Democracy and Governance Manager for his thorough work on a complex issue. This was seconded by Councillor Bernie Attridge.

In response to questions from Councillor Nigel Steele-Mortimer and Councillor Richard Lloyd, the Democracy and Governance Manager explained the proposals were to seek to have the same ratio of electors to Councillors across the wards within the same community. There would be differences in this ratio from one community to another according to the size of the electorate in each community.

However, this did not prevent the issues on boundaries raised by Councillor Richard Lloyd and Hilary McGuill being raised with the Local Democracy and Boundary Commission for Wales when it undertook its review of county electorate divisions after the proposed election in 2017.

Councillor Haydn Bateman welcomed the two minor amendments to Mold Broncoed Ward following which followed suggestions made by Mold Town Council.

RESOLVED:

That the draft proposals contained in appendix B be submitted to Cabinet for Consideration.

119. LOCAL CHOICE FUNCTIONS FOR SCHOOLS

The Head of Legal and Democratic Services introduced the report following a recommendation from the Constitution Committee that a new local choice function be an Executive function.

The Welsh Government had recently passed subordinate legislation creating a new local choice function in relation to approvals under Section 51 or a determination under Section 53 of the School Standards Organisation (Wales) Act 2013 (the Act) which related to the new power County Councils had to make decisions about the future of schools following a public consultation.

At its meeting on 26 March 2014 the Constitution Committee considered a report on the local choice function and resolved to recommend to County Council that it become an Executive function.

The Head of Legal and Democratic Services stressed that if Members resolved for it to become an Executive function, the previous arrangements on consultation on proposals for schools would continue as they had previously been of enormous benefit.

RESOLVED:

That the local choice function relating to Sections 51 and 53 of the Schools Standards and Organisation (Wales) Act 2013 be an Executive function and the Constitution updated accordingly.

120. INDEPENDENT REMUNERATION PANEL ANNUAL REPORT

The Head of Legal and Democratic Services informed Members of the contents of the Annual Report issued by the Independent Remuneration Panel for Wales (IRPW) concerning the payment of Members' Allowances for the Council year 2014/15.

The first change in the Annual Report was to increase basic allowance from the current £13,175 p.a. to £13,300 p.a.. Given the modest relaxation in the constraints on public sector pay this year, the Panel had decided to increase the basic allowance by less than 1% from spring 2014.

Notwithstanding the response received to consultation, the IRPW was implementing the proposal to give more local flexibility in relation to payments to the Civic Head and Deputy. The final report would leave it to the choice of Councils as to which of the three bands it would apply, details of which were contained in the report.

Councillor Aaron Shotton moved the recommendation which was seconded by Councillor Kevin Jones.

Councillor Clive Carver asked for clarification on the provision of adequate telephone and email facilities without cost to the individual Member and whether that meant devices should be provided free of charge or whether Members were to submit a claim and be reimbursed. The Head of Legal and Democratic Services said he would seek clarification if the IRPW whether it had a view on this.

RESOLVED:

That the Annual Report of the IRPW be noted.

121. SINGLE STATUS

The Chief Executive provided a verbal update on the progression of single status since it was last reported to County Council on 28 January 2014.

The outcome of the Trade Unions ballot was as follows:

Union	Turnout %	% Voted to Accept the Proposals
Unison	50%	73.5%
Unite	47%	75.5%
GMB	54%	54%

The Collective Agreement was scheduled to be signed by the authority and the Trade Unions the following week.

Project planning and testing of the payroll system were on schedule for the implementation date of 1 June 2014.

There had been 330 appeals and maintenance requests submitted by employees albeit less appeals than was originally anticipated. He was pleased to inform Members that the appeals applications were close to being completed and employees would be informed of the outcomes later in the summer.

RESOLVED:

That the update be noted.

122. LOCAL GOVERNMENT PENSIONS SCHEME REGULATIONS 2014 – REVIEW OF THE COUNCIL’S EMPLOYMENT POLICIES FOR EARLY RETIREMENT

The Head of Human Resources and Organisational Development advised Members of the main changes to the Local Government Pension Scheme (LGPS) regulations for 2014 and recommended a revised Early Retirement Policy which set out how the Council as an employer within the Clwyd Pension Fund could apply the new 2014 discretions for employees.

From 1 April 2014, 'normal pension age' for the purposes of the LGPS was linked to 'state pension age' and would not normally be before age 65. Under the new scheme, employees could opt to retire at aged 55 without the consent of their employer and could gain access to their LGPS pension. The pension would be reduced by a set amount depending on how many years before 'normal pension age' an employee wished to retire. The reduction in pension would be equivalent to the cost of early payment of the pension and lump sum before 'normal pension age'. There was an option for the employer to waive all or part of the actuarial reduction which was detailed in the report.

The introduction of the new LGPS also required scheme employers to review their existing discretionary pension policy arrangements and set out how the new discretions would be applied in relation to specific provisions in the scheme which were listed in the report. There were no changes to provisions in relation to Early Retirement on the Grounds of Redundancy or Early Retirement in the Interests of Efficiency which were normally initiated by the organisation/employer. This meant that the pension benefits available for employees under the current Change Programme and the recent Voluntary Redundancy Scheme (2014) would not be impacted by these changes to the regulations.

In the scenarios on discretions outlined in the report, the Council would have the option under the new discretions to consider waiving the actuarial reduction in full or in part following consideration under defined criteria as set out in the revised Early Retirement Policy, on a 'case by case' basis. In all cases, requests would be considered corporately prior to any final decisions being made, ensuring that outcomes were fair, consistent and justifiable and represented a cost effective approach for the Council.

Councillor Billy Mullin, Cabinet Member for Corporate Management recommended approval of the report which was seconded by Councillor Bernie Attridge.

RESOLVED:

- (a) That the changes to the Local Government Pension Scheme (LGPS) regulations for 2014 be noted;
- (b) That the Council's intended approach to the discretions under the LGPS 2014 and the revised Early Retirement Policy be noted and approved; and
- (c) That the Council's intention to revise the current Flexible Retirement policy which would be considered by Cabinet in June 2014 be endorsed.

123. CLWYD PENSION FUND UPDATE

The Head of Finance provided Members with a half yearly update on current issues relating to the Clwyd Pension Fund ("the Fund").

The report covered the items discussed at the Pension Fund Panel at the meetings on 27 November 2013 and 25 February 2014.

On the Management of the Local Government Pension Scheme, the Head of Finance explained that the announcement by the Local Government Minister, Brandon Lewis, as detailed in paragraph 3.04 of the report was now thought likely to be received after the European Parliamentary Elections on 22 May.

Councillor Billy Mullin, Cabinet Member for Corporate Management recommended approval of the report which was seconded by Councillor Brian Dunn.

RESOLVED:

That the report be noted.

124. CLWYD PENSION FUND GOVERNANCE

The Democracy and Governance Manager introduced the report which proposed changes to the governance arrangements for the Clwyd Pension Fund as recommended by the Council's Constitution Committee. He referred to the amended Appendix 2 to the report which had been circulated to Members and was available on the Council's website.

The new governance structure reflected guidance given by the Secretary of State on best practice and whilst the recommendations in the report received overwhelming support at the Constitution Committee, two considerations were raised on the composition of the Committee, full details of which were in the report.

Councillor Alison Halford asked for clarification on the roles within Finance following the departure of the Head of Finance in June 2014. The Chief Executive explained that the Corporate Finance Manager would be the Council's Chief Finance (S.151) Officer who would be line managed by the Chief Officer – People and Resources but with a reporting line also to the Chief Executive for Strategic Finance. The Chief Executive would have the overall key strategic role for Finance along with the Chief Officer People and Resources and the Corporate Finance Manager.

As the S.151 Officer to the Council, the Corporate Finance Manager would be the S.151 Officer to the Clwyd Pension Fund. In addition to the officers previously mentioned, the Clwyd Pension Fund Manager would also provide Pension Fund advice.

Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Environment recommended approval of the recommendation in the report which was seconded by Councillor George Hardcastle.

RESOLVED:

That the creation of the Clwyd Pension Fund Committee as outlined in appendix 2 to the report with effect from the annual meeting on 20 May 2014 be approved.

125. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC

There was one member of the press in attendance.

(The meeting started at 10.00a.m. and ended at 12.03p.m.)

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Chair

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FLINTSHIRE COUNTY COUNCIL

20 MAY 2014

Minutes of the Annual Meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday, 20 May 2014

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Alex Aldridge, Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Chris Bithell, Amanda Bragg, Helen Brown, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Adele Davies-Cooke, Alan Diskin, Glenys Diskin, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Carol Ellis, David Evans, Jim Falshaw, Veronica Gay, Robin Guest, Ron Hampson, George Hardcastle, Ray Hughes, Hilary Isherwood, Joe Johnson, Rita Johnson, Christine Jones, Kevin Jones, Richard Jones, Stella Jones, Colin Legg, Brian Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, Billy Mullin, Tim Newhouse, Mike Peers, Neville Phillips, Mike Reece, Gareth Roberts, Ian Roberts, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Nigel Steele-Mortimer, Owen Thomas, David Williams, Sharon Williams, David Wisinger, Arnold Woolley and Matt Wright

APOLOGIES:

Councillors: Rosetta Dolphin, Alison Halford, Cindy Hinds, Dennis Hutchinson, Phil Lightfoot and Richard Lloyd

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal & Democratic Services, Head of ICT & Customer Services, Democracy & Governance Manager, Member Engagement Manager and Committee Officer

1. DECLARATIONS OF INTEREST

On Agenda Item 10 - Schedule of Member Remuneration, the Head of Legal & Democratic Services said that a personal interest would be automatically recorded for all Council Members present.

2. CHAIR'S REVIEW OF THE YEAR 2013/14

The Chair said that she had done her best to promote Flintshire and spoke of her pride in carrying out the role which had given her the opportunity to support some worthy charities, take part in local community events and visit various establishments to bring back information on what was important to the people of Flintshire. She said that the visits had reinforced positive opportunities in Flintshire in relation to education, sports facilities, apprenticeships and employment and she spoke of various local events and initiatives such as the Council's commitment to the Armed Forces Community Covenant on which she had been proud to participate. She went on to praise the work of the Countryside Coastal department in the Big Dee clean-up. Copies of her latest communication were circulated to Members.

As well as thanking Reverend John Jones, she expressed her gratitude to the Vice-Chair, Councillor Glenys Diskin and her Consort, Councillor Alan Diskin, for their support, together with that from the Chief Executive and senior officers. She also relayed her thanks to the Civic & Member Services team and Arwel Jones for their excellent support throughout the year. In closing, she announced that she had so far raised £20,888 for her chosen charities, Nightingale House Hospice, Mold Community Hospital League of Friends and Cancer Research.

On behalf of their respective groups, Councillors Mike Peers, Robin Guest and Clive Carver all paid tribute to the enthusiasm and commitment of the Chair during the year and for her efforts in supporting local community events. Councillor Peers also read out a message of support from Councillor Dennis Hutchinson, who was unable to attend the meeting.

3. **ELECTION OF CHAIRMAN OF THE COUNCIL FOR THE MUNICIPAL YEAR 2014/15, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

It was proposed by Councillor Aaron Shotton and seconded by Councillor Chris Bithell that Councillor Glenys Diskin be elected Chair of the Council for the municipal year 2014/15 and on being put to the vote, was carried. Both Members spoke in support of their nomination.

RESOLVED:

That Councillor Glenys Diskin be elected Chair of the Council for the municipal year 2014/15.

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

(From this point, Councillor Glenys Diskin chaired the remainder of the meeting)

The Chair then presented Councillor Carolyn Thomas with her retiring Chair's Badge of Office and her Consort's retiring Badge of Office.

Councillors Aaron Shotton and Chris Bithell congratulated Councillor Glenys Diskin on her appointment and paid tribute to the out-going Chair for the inspirational manner in which she had carried out her role.

In responding, Councillor Glenys Diskin thanked Members for electing her as Chair for the year ahead and paid tribute to the out-going Chair for the manner in which she and her Consort had acted as model ambassadors for the Council. She proposed a formal vote of thanks to Councillor Thomas for her term of office and provided details of her chosen charities for the year, which were the British Heart Foundation and Prostate Cancer. She went on to thank her Consort, Councillor Alan Diskin and her Chaplain for the coming year, Reverend Marjorie Quinn.

On behalf of the officers, the Chief Executive congratulated the Chair and thanked the out-going Chair, Vice-Chair and their Consorts.

4. **APPOINTMENT OF VICE-CHAIRMAN OF THE COUNCIL FOR THE MUNICIPAL YEAR 2014/15, INVESTITURE OF CHAIN OF OFFICE AND SIGNING OF DECLARATION OF ACCEPTANCE OF OFFICE**

It was proposed by Councillor Carolyn Thomas and seconded by Councillor Aaron Shotton that Councillor Ray Hughes be appointed Vice-Chair for the municipal year 2014/15 and on being put to the vote, was carried. Both Members spoke in support of their nomination.

RESOLVED:

That Councillor Ray Hughes be appointed as Vice-Chair of the Council for the municipal year 2014/15.

Councillor Hughes was invested with the Chain of Office by the Chair and signed his Declaration of Acceptance of Office in the presence of the Chief Executive.

In responding, the Vice-Chair thanked Members for electing him as Vice-Chair for the year ahead for which he felt honoured. He offered his congratulations to the Chair and her Consort and offered his support whenever needed.

5. **PRESENTATION OF LONG SERVICE AWARD**

The Chair announced the presentation of a long service award to Councillor Gareth Roberts in recognition of his continuous 50 year service, starting at Holywell Urban District Council.

Councillor Roberts congratulated the Chair on her appointment and expressed his gratitude for the award, paying tribute to the supportive role of spouses/partners of all Council Members.

Councillors Chris Bithell, Mike Peers and Hilary Isherwood all offered their congratulations and spoke in support of Councillor Roberts being honoured with this award.

6. **APPOINTMENT OF LEADER OF THE COUNTY COUNCIL**

It was proposed by Councillor Alex Aldridge and seconded by Councillor Tony Sharps that Councillor Aaron Shotton be appointed Leader of the Council for the municipal year 2014/15 and on being put to the vote, it was carried.

In support of his proposal, Councillor Aldridge praised Councillor Shotton and Councillor Attridge, along with Cabinet Members and senior officers for their achievements over the last municipal year to protect core services of the Council during significant financial challenges and for decision-making which had led to the Council being placed in a stable position to face further challenges ahead. He paid tribute to the demanding role of Leader to which Councillor Shotton was best placed to continue through the transition, supported by Councillor Attridge.

In seconding the proposal, Councillor Sharps also paid tribute to Councillors Shotton and Attridge. He recognised the achievement in reaching a

balanced budget with agreement from across the Council and hoped that the same level of support would be forthcoming during next year's budget process.

RESOLVED:

That Councillor Aaron Shotton be appointed Leader of the Council for the municipal year 2014/15.

7. APPOINTMENT OF THE CABINET BY THE LEADER

The Leader of the Council, Councillor Aaron Shotton, reported on his choice of councillors to serve on the Cabinet which was to remain unchanged from the previous year. In thanking everyone for their support over the past year, he said that the Council had strived to meet the ambitions of communities it served, for example, in delivering extra care and specialised care for complex needs, and was at the forefront in advocating funding for new build Council housing. In view of the forthcoming senior management restructure, he indicated that he may need to review Cabinet portfolios and that if so, all Members would be updated accordingly.

RESOLVED:

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

<u>Cabinet</u>	<u>Portfolio</u>
Aaron Shotton	Leader of the Council & Cabinet Member for Finance
Bernie Attridge	Deputy Leader of the Council & Cabinet Member for Environment
Chris Bithell	Cabinet Member for Education
Helen Brown	Cabinet Member for Housing
Derek Butler	Economic Development
Christine Jones	Cabinet Member for Social Services
Kevin Jones	Cabinet Member for Waste Strategy, Public Protection & Leisure
Billy Mullin	Cabinet Member for Corporate Management

8. CONSTITUTIONAL MATTERS: COMMITTEES AND OUTSIDE BODIES

The Council considered the report of the Head of Legal & Democratic Services which dealt with matters requiring decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii) – (xiv). Those matters were set out in separate sections of the report.

(A) Appointment of Committees

The Head of Legal & Democratic Services explained the requirement within Council Procedure Rules for certain committees to be appointed at the Annual Meeting, as indicated in the report. In addition to the twelve committees currently provided for within the Constitution, the creation and terms of reference of the Clwyd Pension Fund Committee had been approved at the County Council meeting on 30 April 2014, with its scheme of delegation to be considered later in this item.

Following approval of the new operating model, including a new senior management structure, by the Council on 25 March 2014, it was recommended that a review of the Overview & Scrutiny committee structure should be carried out, with a report submitted to the Constitution Committee by the Chief Executive on how the review would be conducted.

Councillor Aaron Shotton moved approval that the County Council confirm the appointment of the Committees as outlined in the report and that the review proceed. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

- (a) That the County Council confirm the appointment of the Committees as outlined in section 2 of the report; and
- (b) That the need for a review of the Overview & Scrutiny Committees be endorsed and that the Chief Executive bring a scoping paper for that review to the Constitution Committee.

(B) Determination of the size of Committees

The Head of Legal & Democratic Services reported that the Annual Meeting must decide upon the size of each of the Committees it had appointed. The Constitution made provision for the size of the Committees which were detailed in the report.

Councillor Aaron Shotton moved approval that the County Council confirm the size of the Committees as outlined in section 3.01 of the report which was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the County Council confirm the size of the Committees as outlined in section 3.01 of the report.

(C) Terms of Reference of Committees and Pension Delegations

The Head of Legal & Democratic Services reported that the Annual Meeting was required to decide the Terms of Reference of the Committees that it had appointed and that these were set out in Part 2 of the Constitution. There were no proposed changes, unless Members agreed that changes were needed

to the proposed scheme of delegation to officers for the Clwyd Pension Fund Committee, shown in Appendix 1 to the report.

Councillor Aaron Shotton moved approval that the County Council confirm the current Terms of Reference of the Committees and the proposed scheme of delegation to officers for pension functions. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

- (a) That the delegation to officers in relation to the Clwyd Pension Fund be approved; and
- (b) That the existing terms of reference for the committees be confirmed.

(D) Political Balance

The Head of Legal & Democratic Services reported that at, or as soon as practicable after the Annual Meeting, Members were required to decide the allocation of seats to political groups in accordance with the Political Balance Rules contained in the Local Government & Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 as amended. The calculations for political balance were based on the current number of 68 County Councillors and may be subject to change following the by-election on 22 May 2014.

The Head of Legal & Democratic Services explained that since the inclusion of Option A in the report, an alternative Option F had been submitted in which there was an additional Liberal Democrat seat on Corporate Resources Overview & Scrutiny Committee taken from the Independent allocation, in return for an Independent seat on the Pensions Committee taken from the Liberal Democrats. Copies of Option F were circulated, with the changes highlighted in red.

Councillor Aaron Shotton proposed that the County Council confirm the allocation of seats as outlined in Option F. This was duly seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the political balance of committee seats be agreed as Option F which is appended to this document.

(E) Appointment of Chairs of Standing Committees

The Head of Legal & Democratic Services reported that Council Procedure Rule 1.1(x) required the Council to appoint the Chairs of standing committees with the exception of the Standards, Overview & Scrutiny and Audit Committees. The table in the report provided details of which body was to appoint which Chair.

For the Committees that the County Council was responsible for appointing the Chair, Councillor Aaron Shotton moved the following, which was seconded by Councillor Bernie Attridge and on being put to the vote, was carried:

- Clwyd Pension Fund Committee - Councillor Alan Diskin
- Constitution Committee - Councillor Robin Guest
- Democratic Services Committee - Councillor Robin Guest
- Licensing Committee - Councillor Tony Sharps
- Planning & Development Control Committee - Councillor David Wisinger

Councillor Aaron Shotton's proposal that Councillor Haydn Bateman be appointed Vice-Chair of the Clwyd Pension Fund Committee was seconded by Councillor Attridge and on being put to the vote, was carried.

It was reported that the Chairs of Overview & Scrutiny committees were chosen by the political groups and were dependent on the strength of the various groups and which groups had seats on the Cabinet. As the New Independent and Liberal Democratic groups were the same size, both were equally entitled to chair one Overview & Scrutiny committee between them which was to be determined by the Council. That committee would then be required to select a Chair at its next meeting.

Councillor Aaron Shotton moved the following, which was seconded by Councillor Bernie Attridge and on being put to the vote, was carried:

Overview & Scrutiny Committee	Group to Choose Chair
Community Profile & Partnerships	Independent Alliance
Environment	Conservative
Housing	Labour/Independent
Lifelong Learning	Labour/Independent
Social & Health Care	Independent/Labour

Councillor Aaron Shotton then provided names of the following Members to be appointed as Chairs:

Housing Overview & Scrutiny Committee - Councillor Ron Hampson
Lifelong Learning Overview & Scrutiny Committee - Councillor Ian Roberts
Social & Healthcare Overview & Scrutiny Committee - Councillor Carol Ellis

In relation to requirements for the Chair of Corporate Resources Overview & Scrutiny Committee to be appointed from the Liberal Democrat or New Independent groups, Councillor Clive Carver asked if it was possible for this to be shared by the two groups or from the group with the lowest number of Chairs. Councillor Robin Guest asked if the legislation allowed for the two groups to share the chairmanship of this Committee on a six month or annual basis. The Head of Legal & Democratic Services advised that the Local Government Measure (Wales) 2011 required that the Chair must be chosen by the Committee and not Council.

Councillor Aaron Shotton moved approval that the Corporate Resources Overview & Scrutiny Committee choose its Chair from the Liberal Democrat or New Independent groups. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

- (a) That the following Members be appointed Chair of the Standing Committees as indicated below:-

Constitution Committee - Councillor Robin Guest
Clwyd Pension Fund Committee - Councillor Alan Diskin
Democratic Services Committee - Councillor Robin Guest
Licensing Committee - Councillor Tony Sharps
Planning & Development Control Committee - Councillor David Wisinger

- (b) That Councillor Haydn Bateman be appointed as the Vice-Chair of the Clwyd Pension Fund Committee.

- (c) That the Chairs of the Overview & Scrutiny Committees be allocated to the following groups:

Community Profile & Partnerships	Independent Alliance		
Corporate Resources	Liberal Democrat	or	New Independent
Environment	Conservative		
Housing	Labour/Independent		
Lifelong Learning	Labour/Independent		
Social & Health Care	Independent/Labour		

- (d) That the Chair of the Corporate Resources Overview & Scrutiny Committee be appointed from either the Liberal Democrat or New Independent groups by the Committee.

(F) Local Choice Functions

The Head of Legal & Democratic Services reported that the Council was required to agree such parts of the Scheme of Delegation relating to those local choice functions which could be decided either by the Council or the Cabinet and/or delegated to officers.

Councillor Aaron Shotton proposed that the existing table of Local Choice Functions included in Part 3, Section A, Table 3 of the Constitution, be confirmed. This was duly seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the existing Local Choice Issues be confirmed.

(G) Nominations to Internal Bodies

The Head of Legal & Democratic Services reported that the existing Scheme of Delegation provided for an Appointments Committee for first and second tier officers comprising of seven Members. This was not a Standing Committee and was convened when required by seeking nominations from Group Leaders. Previously it had been usual for Committee Members to be politically balanced including the relevant Cabinet Member. The Council had previously agreed that the Chair or Vice Chair of the relevant Overview & Scrutiny Committee be one of the Members of the Committee. It was recommended that the Council continue the previous practice.

Councillor Aaron Shotton proposed that the previous practice should continue. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the appointment of an Appointments Committee, as detailed in section 8.01 of the report, be agreed.

(H) Nominations to Outside Bodies

The Head of Legal & Democratic Services explained that the list of outside bodies to which the Council made appointments, and the current appointments, was appended to the report. The Council was recommended to delegate to the Chief Executive, in consultation with Group Leaders and non-aligned Members, any changes to the appointments to these bodies.

Councillor Aaron Shotton moved approval that the appointment of outside bodies be delegated to the Chief Executive, in consultation with Group Leaders and non-aligned Members. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

That the appointment of outside bodies be delegated to the Chief Executive in consultation with Group Leaders and non-aligned Members.

(I) New Model Constitution

The Head of Legal & Democratic Services reported that a review of the national model of the Constitution for all councils in Wales had resulted in a new model with an improved layout. As it was important for the Council to determine whether to adopt the new model, which differed to the Council's own Constitution, it was recommended that Members consider proposals on how this would be approached.

Councillor Aaron Shotton proposed that the Council note that the Chief Executive would bring forward proposals for how this process would be managed.

RESOLVED:

That it be noted that the Chief Executive would bring forward proposals on how the process would be managed.

Agenda Item 8 - Option F - Political Balance

9. **CONSTITUTIONAL CHANGES FOR NEW SENIOR MANAGEMENT STRUCTURE**

The Chief Executive presented the report to seek approval of changes to references in the Council's Constitution to reflect the proposed new senior management structure adopted by the Council on 25 March 2014.

The Chief Executive explained that a realignment of the officer delegation scheme, within Part 3 of the Council's Constitution, was necessary to reflect the new senior management structure due to be implemented on 1 June 2014. Changes in the new structure meant that some delegated powers currently retained by the Head of Finance would need to transfer to the Corporate Finance Manager. In addition, as a temporary arrangement, the Head of Legal & Democratic Services and Head of ICT & Customer Services would retain their existing delegated powers whilst they remained in their posts.

Councillor Aaron Shotton moved approval of the recommendations in the report, which was seconded by Councillor Chris Bithell and on being put to the vote, was carried.

RESOLVED:

- (a) That as the new senior management structure comes into effect, the delegation scheme be updated to reflect the changes shown in Appendix 1;
- (b) That delegated power be given to the Chief Executive, in consultation with the Leader and the Chair of the Constitution Committee, to make other changes to the designated post holder for any existing delegated powers should the need arise; and
- (c) That delegated power be given to the Chief Executive, in consultation with the Leader and the Chair of the Constitution Committee, to make changes to the posts referred to in the Constitution to reflect the new senior management structure.

10. **SCHEDULE OF MEMBER REMUNERATION**

The Democracy & Governance Manager presented the report to seek approval of the Council's proposed Schedule of Member Remuneration for 2014/15. He explained the requirement for the changes within the Annual Report of the Independent Remuneration Panel for Wales (IRPW), which had been made available to Members, to be implemented from the date of the Council's Annual General Meeting.

As detailed in the report and at the Council's meeting on 30 April 2014, there were small increases in the 'basic salary' for Members and for Member 'senior salaries' whilst agreement needed to be reached on which of the three payment bands should apply to the Civic Head and Deputy. The Democracy & Governance Manager gave a reminder of the widening of the meetings eligible for co-optees allowance that had taken effect on 1 January 2014. As a result, one co-opted member had reached the annual maximum payment of ten full days. Members were requested to consider whether to increase the annual maximum to 15 full days.

Councillor Aaron Shotton proposed that the Chair and Vice-Chair of the Council receive the payments in band (b). He moved approval that 15 days be the maximum for which a co-opted member could be paid in any one year and that the Democracy & Governance Manager be authorised to amend the Schedule of Member Remuneration to reflect these changes. This was seconded by Councillor Bernie Attridge and on being put to the vote, was carried.

RESOLVED:

- (a) That band (b) be the agreed payment to the Council Chair and Vice-Chair;
- (b) That the maximum number of days eligible for payment of co-optees allowance be increased from 10 to 15 days in each Council year; and
- (c) That the Democracy & Governance Manager be authorised to amend the Council's Schedule of Member Remuneration to reflect the above decisions and the changes arising from the IRPW's Annual Report.

11. COUNTY COUNCIL DIARY OF MEETINGS 2014/15

The Chief Executive presented the draft Diary of Meetings for 2014/15 and highlighted the meetings scheduled for budget setting on 17 February 2015 and 3 March 2015 for setting the Council Tax.

Councillor Bernie Attridge moved approval of the draft Diary of Meetings 2014/15 which was seconded by Councillor Chris Bithell and agreed.

Councillor Robin Guest asked that the start time of the Annual General Meeting be noted as 11am in Members' Diaries.

RESOLVED:

That the draft Diary of Meetings for 2014/15 be approved.

12. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and 14 members of the public present.

(The meeting started at 11.00 am and ended at 12.40 pm)

.....

Chair

POLITICAL BALANCE - MAY 2014

OPTION F

	Labour 30 Members	Independent Alliance 10 Members	Conservatives 8 Members	New Independents 7 Members	Liberal Democrats 7 Members	Independents 6 Members	Total On Committee
Lifelong Learning OSC	6	2	2	2	2	1	15
Housing OSC	7	2	2	2	1	1	15
Corporate Resources OSC	7	2	1	2	2	1	15
Social & Health OSC	7	2	2	1	1	2	15
Environment OSC	7	2	1	2	2	1	15
Community Profile & Partnership OSC	7	3	1	1	2	1	15
Planning	9	3	3	2	2	2	21
Licensing	5	2	1	1	2	1	12
Audit	3	1	1	1	0	1	7
Constitution	9	3	3	2	2	2	21
Democratic	9	3	3	2	2	2	21
Pensions	2	1	1	0	0	1	5
Total to Group	78	26	21	18	18	16	177

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **TUESDAY, 24 JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **IMPROVEMENT PLAN 2014/15**

1.00 PURPOSE OF REPORT

1.01 To adopt the Improvement Plan 2014/15 for final publication by the end of June.

2.00 BACKGROUND

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

2.02 Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline and reset them with clearer outcome based aims. A revised set of eight priorities supported by sub-priorities was adopted.

2.03 The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.

2.04 The 'refresh' also took into account the comments of the Wales Audit Office (WAO) on:-

- the opportunity to present a plan which would engage the wider public
- adoption of a smaller set of 'in-year' priorities
- further development of outcome based objectives which identify the impact for each priority
- the need to ensure that any revisions of the Plan are updated on the public website.

2.05 The WAO in its letter of September 2013 said that the presentation and content of the Improvement Plan (2013/14) "enables public engagement with the Council priorities more effectively than in the

past". It also commented positively that "The Plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board".

3.00 CONSIDERATIONS

3.01 For 2014/15 a review of the current priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2014/15 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
- priorities which could be merged e.g. School Improvement and School Modernisation; and
- emerging priorities for 2014/15 e.g. People Change and Development.

3.02 For each sub-priority which continues to be high profile for 2014/15 there has been a review based on: -

- the reasoning for the priority status;
- what we will do and how we will measure achievement; and
- the risks that will need to be managed.

3.03 The draft Improvement Plan (Appendix 1a) has been presented for Member consultation by Overview and Scrutiny Committees prior to final adoption in June. Appendix 1b details a small number of minor changes that have been made since the version circulated for Cabinet (17 June).

Appendix 2 describes the key points raised by Members at Overview and Scrutiny Committees along with a response.

3.04 The final draft Improvement Plan for 2014/15 has been presented to Cabinet for approval prior to formal adoption by the County Council. It was accompanied by Appendix 3a which details the specific targets for the measures and milestones on which achievement will be measured. This more detailed document has also been considered by Overview and Scrutiny Committees. Appendix 3b details a number of changes to targets since the version distributed for Cabinet.

3.05 The final published Improvement Plan will be available as a web-based document published on the website by the end of June.

4.00 RECOMMENDATIONS

4.01 Members to adopt the Improvement Plan 2014/15.

5.00 FINANCIAL IMPLICATIONS

5.01 The Council's Medium Term Financial Plan is aligned to resource these priorities.

6.00 ANTI POVERTY IMPACT

6.01 Poverty is a specific priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 Environment is a specific priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

9.01 Any personnel implications will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

10.01 Feedback on the Improvement Plan is invited to assist with both contributing on our priorities and further improvement in presentation and format. This feedback is encouraged from the public, workforce, our key partners and businesses.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and senior officers have contributed and helped shape the Improvement Plan 2014/15. In addition the Wales Audit Office has been informally consulted.

11.02 Overview and Scrutiny Committees have been invited to review the priorities, and particularly the 'How we measure our achievements' document during May and June.

12.00 APPENDICES

12.01 **Appendix 1a:** Final Draft Improvement Plan 2014/15
Appendix 1b: Improvement Plan 2014/15 Amendments Sheet
Appendix 2: Key issues raised during consultation with Members
Appendix 3a: Improvement Plan 2014/15 'How we measure achievement'
Appendix 3b: 'How we measure achievement' Amendments Sheet

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen.armstrong@flintshire.gov.uk

FRONT PAGE

As last year but change date to read 2014/15 instead of 2013/14

Also change the colour of the words Improvement Plan to a dark purple colour

DRAFT

Welcome to Flintshire County Council's Improvement Plan for 2014/15

This Improvement Plan sets out our priorities for the 2014/15 Council year and what we aim to achieve.

Flintshire is a well-governed and progressive Council. We are performing well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, planning and street scene show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task.

We have set four shared priorities with our partners at a County level, and eight priorities for the Council itself. The Council's current 8 priorities have been in place for a year and so will be familiar. These priorities still focus on being challenging with the emphasis being on making a real and noticeable impact.

Similarly to last year the plan sets out the full list of the Council's eight priorities and all the detailed sub-priorities for action, and then concentrates on highlighting the specific ones where we will make a bigger impact this year, page by page. All of our priorities remain important but in any one year a number of them will stand out for special attention. An explanation for the choice of each one is given.

For 2014/15 the priorities and sub-priorities have been reviewed to set:

- the priorities that will continue into 2014/15 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
- priorities which could be merged e.g. School Improvement and School Modernisation; and
- emerging priorities for 2014/15 e.g. People Change and Development.

Over the five year life of the Council, 2014/15 being the third year, the full set of priorities will adapt, and the annual set of priorities selected for special attention will change according to need and circumstance.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.

Insert pictures of Chief Exec and Leader

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XX Welcome to Flintshire County Council's Improvement Plan

XX Setting our Priorities and Judging our Performance

XX Following the Plan – An Easy Guide

XX Priorities for the 2014/15 Improvement Plan

XX Priority: Housing

XX Priority: Living Well

XX Priority: Economy and Enterprise

XX Priority: Skills and Learning

XX Priority: Safe Communities

XX Priority: Poverty

XX Priority: Environment

XX Priority: Modern and Efficient Council

XX Statement of Responsibility

XX Contacts for Feedback and Review

Page numbers to be confirmed once document has been through Design

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County have been set by the Council and its local public sector partners. We work together as a Local Service Board (LSB) combining our resources for the benefit of Flintshire.

The priorities for the County, shared by us all, have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. The Priorities are:

- **Priority 1:** Leading by example as employers and Community Leaders
- **Priority 2:** People are safe
- **Priority 3:** Vulnerable people have their support needs met, and their wellbeing is promoted and enhanced
- **Priority 4:** Organisational environmental practices

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Improvement Priorities.

In setting our Improvement Priorities we have to take a number of things into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc.).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in a linked document.

Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2014/15
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next years published Annual Performance Report for 2014/15.

Following the Plan – An Easy Guide

The following two pages set out the Council's eight standing priorities for the period for which it is elected - 2012-2017. The priorities are shown graphically in two sets of four. The purpose of these pages is to show both the standing priorities and the sub-priorities which support them, and the selected sub-priorities where we aim to make a big impact in 2014/15.

Each standing priority is illustrated with a different colour. For example, **Poverty** is orange and **Housing** is green. This colour coding should make the priorities easier to follow as the reader works through the document.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2014/15 Council year. The ones selected are highlighted in the graphic illustration with block colouring. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page **XX**, you will see the priority for **Living Well**. This has two impacts:-

- Improving people's quality of life
- Helping more people to live independently and well at home

Both these impacts have at least one sub-priority selected for attention in 2014/15. The reason for selection is explained on their dedicated pages (pages **XX** and **XX**):-

- Independent Living
- Integrated Community Social and Health Services

All other sub-priorities not selected for special attention in 2014/15 continue to be important and are 'business as usual'.

The sub-priorities shown with a **(insert shaking hands symbol)** symbol are also County priorities which we share with our partners.

Partners: Coleg Cambria, Natural Resources Wales, Public Health Wales North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service and Welsh Government

MAPS - 2 pages facing each other showing the priorities

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Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The latest report from the Wales Audit Office was the Annual Improvement Report May 2014 (link to Annual Improvement Report). There were no statutory recommendations made within this report and the findings about the Council were generally positive. The main findings being:

- *“In 2012-13, the Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators.*
- *The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements.*
- *The Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead.*
- *The Council is likely to make arrangements to secure continuous improvement for 2014-15.”*

Our Annual Performance Report 2013/14 will contain more detailed findings of the work of our Auditors/Regulators along with our responses.

How Consultation Informs our Plan

The priorities set for the Improvement Plan were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no one intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the presentation of the draft plan to each of the Overview and Scrutiny Committees. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations.

Priority	Sub-Priority	Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home

This is a priority this year because we need to: -

- Meet local housing and support needs.
- Prioritise extra care to meet demand for semi-independent living building on our experience of our previous schemes
- Meet the housing and support needs of people with dementia.
- Reduce the demands for unscheduled health care by providing care support.
- Provide options to support independent living for persons with a disability.

What we will do in 2014/15

1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

Achievement will be measured through: -

- Agreed Business Model and funding for the developments
- Firm plans agreed with Social Housing partners for both schemes
- The new schemes and business model developed and supported by sound consultation

Risks to manage: -

- How we can switch revenue resources from more traditional to new housing and care services models.
- Keeping up with demand and aspirations for alternative housing models for independent living.
- Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities.

What we mean by: -

Extra Care – providing self-contained homes for people with varying levels of care and support needs on site.

Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

This is a priority this year because we need to:

- Provide a range of affordable and flexible rented housing to meet local housing need.
- Reduce the number of empty private sector properties in Flintshire and bring them back to use and increase housing supply.
- Give applicants wider access to social housing through working together as landlords with other sectors.
- Make available more sites for housing development through the Local Development Plan.

What we will do in 2014/15:

1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Approval for the Flint Town Centre regeneration plan which includes new housing provision

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Bringing of 30 empty homes back into use for residential living

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.

Achievement will be measured through:

- A county wide housing register and single allocations policy in place by Autumn 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- In accordance with the timetable of the Delivery Agreement; by November 2014.

Risks to manage:

- Maximising our joint resources with our partners.
- Maximising the availability of private finance.
- Encouraging developers to build a range of affordable housing in the current economic climate.
- Unclear about the implications of the changes proposed through the Planning Bill on timing of the progress of the Local Development Plan.

What we mean by:

Affordable and Flexible Housing - covers a range of tenure options for renting and purchase.

Local Development Plan - the Council's land use planning document that will guide development until 2030.

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Priority	Sub-Priority	Impact
Housing	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing

This is a priority this year because we need to:

- Provide good quality housing for our tenants.
- Meet the target of Welsh Government for all social housing being brought up to the Wales Housing Quality Standard.
- Meet commitments given to tenants to improve their homes.
- Maximise resources available to improve homes owned by the Council.

What we will do in 2014/15:

1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020.

Achievement will be measured through:

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

2. Reach a voluntary settlement with Welsh Government to exit the Housing Revenue Account (HRA) subsidy system by 31st March 2015.

Achievement will be measured through:

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

Achievement will be measured through:

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

Risks to manage:

- Ensure Contractors perform effectively and that costs are contained within budget.
- Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the HRA subsidy system.
- Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020.

What we mean by:

Wales Housing Quality Standard - Welsh Government's physical quality standard for modern social housing.

Housing Revenue Account subsidy system – the system used by UK Government to determine the amounts needed by local authorities for their housing and to identify whether they require subsidy support.

Priority	Sub-Priority	Impact
Living Well	Independent Living	Improving people's quality of life

This is a priority this year because we need to:

- Support more people to live in an ageing population.
- Meet the growing demand for specialist care for people with dementia.
- Support whole families to live independently.
- Develop a model of support for persons with a disability which encourages independent living.
- Prevent homelessness.

What we will do in 2014/15

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

Achievements will be measured through

- Extended local use of telecare / telehealth technologies consistent with regional plans
- Exceed the all Wales average for adaptations
- Meet local improvement targets for reablement

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.

Achievements will be measured through:

- Improved quality of life for service users with a disability
- Reduction in care hours in supported living
- Reduction in one to one care needed in supported living

3. Use a whole family approach through the Integrated Family Support Service.

Achievements will be measured through:

- Number of families receiving a service
- Average "distance travelled" score at 12 month review
- Maintain level of repeat referrals to Children's Social Services
- Alignment of Flintshire's policies and procedures with those of Wrexham
-

4. Examine the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.

Achievements will be measured through:

- Implementation of the new model by March 2015
- Maintain level of repeat referrals to Children's Social Services

5. Prevent homelessness for people who are:

- alcohol and drug dependent; and /or
- victims of domestic violence; and/or
- ex-offenders; and/or
- young people including care leavers.

Achievements will be measured through:

- Homeless prevention for at least 6 months for people who are: -
 - alcohol and drug dependent; and /or
 - victims of domestic violence; and/or
 - ex-offenders; and/or
 - young people including care leavers
- Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention.

6. Carry out a major review of the Transition Service and implement findings.

Achievements will be measured through:

- Effective transition pathway

Risks to manage

- Keeping up with specialist demand such as the specific residential needs of those with dementia.
- Ensuring we have enough capital funding for disabled facilities grants alongside other competing demands for capital resources.
- How we encourage service users and carers to embrace greater independence.
- Service user/ family resistance to using new technologies e.g. telecare.
- Managing demand and expectations with limited resources.

What we mean by:

Telecare / Telehealth – providing support through telecommunication devices in the home.

Commissioning plans – ensure purchased and commissioned care meets demand and service user need.

Transition Service – dedicated service for children and young people with disabilities who are supported to become young adults.

Integrated Family Support Service – specific time limited and well researched support for families with parents who abuse substances.

Reablement – an intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible.

Adaptations – changes to a person's home to enable her/him to live as independently as possible.

Disabled Facility Grant – a grant available for larger adaptations to a person's home.

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop the Enhanced Care Model in all localities in Flintshire as a result of the Health Review “Health Care in North Wales is changing”.
- Co-ordinate the provision of support for Service Users more effectively with BCUHB and others.
- Make effective use of Intermediate Care Funds to support unscheduled care pressures, transformation of services and improvements in people’s wellbeing.

What we will do in 2014/15

1. Continue the integration of community based health and social care teams within three localities.

Achievements will be measured through

- Development of our second co-located team in 2014/15
- Plans for our third and final co-located team in 2015/16

2. Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by March 2015.

Achievements will be measured through

- Agree and implement the business case for ECS in the North East & South Localities
- Improved experiences of patients

3. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- Plans to support carers are agreed and implemented

4. Ensure Single Integrated Plan (SIP) priorities are progressed through localities.

Achievements will be measured through

- Improved communication and governance arrangements to ensure that localities deliver the priorities of the SIP.

5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.

Achievements will be measured through

- Agree and implement action plan for use of Intermediate Care Funds
- Independent evaluation of outcomes achieved

Risks to manage:

- Ensuring effective joint working with BCUHB to achieve common goals.

- Ensuring that the new model does not result in unexpected increased costs to the Council.
- Spending the Intermediate Care Fund on mainstream services that we can continue with once the funding stream has finished.

What we mean by:

Enhanced Care Service - short term intensive community based care as an alternative to hospital.

Crisis Intervention Team – team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community.

Reablement – an intense, short term approach to social care where individuals are supported to gain or regain the skills and confidence to live as independently as possible.

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Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy

This is a priority in year because we need to:

- Continue to meet the employment needs of local people.
- Continue to attract businesses to the area to support economic growth.
- Develop the energy and advanced manufacturing sectors in line with regional and national priorities.
- Grow the local economy creating opportunities for all sectors of our community.

What we will do in 2014/15:

1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.

Achievement will be measured through:

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Achievement will be measured through:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

Achievement will be measured through: -

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Risks to manage:

- Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones.
- Ensure the DEZ has proportionate financial support from Welsh Government.
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:

Enterprise Zone – a Welsh Government initiative to stimulate growth and support business in designated areas.

Masterplan – the plan that sets out the intentions and actions for the Northern Gateway site.

Learning providers – Schools, Further and Higher Education establishments.

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Making local communities viable

This is a priority in year because we need to:

- Protect the commercial and business viability of our town centres and rural areas.
- Protect the vitality of town centres as centres for economic activity and social contact.
- Support the local and regional economy through the provision of sustainable infrastructure.
- Develop the tourism economy to maximise expenditure within the County.

What we will do in 2014/15:

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.

Achievement will be measured through:

- Scale and take up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the Masterplans

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan

Achievement will be measured through:

- Completion of heritage trail and St. Mary's Square renovation
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse
- Phased demolition of the maisonette blocks
- Purchase of former Police station and court building
- Completion of Flint House over 55s development

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

Achievement will be measured through:

- Delivery and completion of in-year rural development schemes with final outputs including:
 - 40 jobs created
 - 40 micro enterprises created
 - 35 village renewal projects supported
 - 21 community facilities sustained
 - improved visitor facilities created in Talacre / Gronant

Risks to manage:

- Maximisation of funding opportunities through external programmes to invest in our urban and rural areas.
- Ensuring sufficient project management capacity to successfully complete the programmes.

What we mean by:

Town Centre Masterplans – Plans that set out the regeneration priorities for each Town Centre.

Business Grant Scheme – Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.

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Priority	Sub-Priority	Impact
Economy and Enterprise	Social Enterprise	Supporting and creating new forms of local business

This is a priority in year because we need to:

- Develop alternative economic models to strengthen and expand the local economy.
- Develop a stronger Social Enterprise community in Flintshire which can provide opportunities including employment.
- Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community.

What we will do in 2014/15:

1. Raise awareness of the Flintshire Social Enterprise Fund.

Achievement will be measured through:

- Establish or assist 5 social enterprises

2. Develop effective support for social enterprises.

Achievement will be measured through:

- Establishing a wider range of community benefit clauses to be used when procuring services
- The number of Social Enterprises which survive and prosper
- Strengthening and consolidating the Social Enterprise Network

3. Develop new Social Enterprise projects to meet the Council's priorities.

Achievement will be measured through:

- Establishment of further social enterprises from within the Council

Risks to manage:

- How we maintain the necessary capacity and investment to support the development of social enterprises.
- Building the skills in the community to develop social enterprises.
- Local social enterprises need to compete effectively in the market.

What we mean by:

Social Enterprises – businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Flintshire Social Enterprise Fund – financial assistance for start-up or development of social enterprises.

Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision to get better learner outcomes

This is a priority this year because we need to:

- Continue to achieve better learning opportunities, outcomes and wellbeing for all children and young people.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Make better use of education resources through reducing surplus places and improving learning environments.
- Maintain effective and challenging governance arrangements in schools for the benefit of local learners and communities.

What we will do in 2014/15:

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -

- Improving skills in literacy and numeracy
- Improving educational achievements of children in a position of disadvantage including our Looked after Children
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place
- Continuing the implementation of 21st Century Schools programme
- Implementing the outcomes of the asset review including primary school organisation
- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
- Raising standards through effective use of new technologies
- Ensuring best quality educational support during implementation of the national model for regional working

Achievement will be measured through:

- Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Improving governance and financial resilience in schools
- Reduction of surplus places
- Completion of 21st Century school milestones in line with target dates

Risks to manage:

- Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide school improvement services.
- Ensuring schools work together effectively to share and develop best practice.
- Changing demographics and impact on supply of school places.

- Limited funding to address the backlog of known repair and maintenance works in educational and community assets.
- Programme delivery capacity for the 21st Century Schools Programme.

What we mean by: -

Core Subject Indicator – learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

21st Century Schools – a national programme of funding to improve school buildings and environments.

Surplus places – the difference between the number of learners a school can accommodate and the number on roll.

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Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Meeting the skills and employment needs of local employers

This is a priority this year because we need to:

- Extend and improve the education, employment and training opportunities available for people.
- Improve the employment prospects of local people.
- Meet the needs of local employers.
- Help young people take the step from education to employment.
- Place and retain people in work.

What we will do in 2014/15:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

Achievement will be measured through:

- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increase the number of apprenticeships in the public and voluntary sector

Risks to manage:

- Ensuring that employer places match current and future aspirations and needs.
- Ensuring capacity to support paid work placements and other programmes.
- Ensuring that education providers participate fully.
- Strengthening the links between schools, colleges and employers.
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:

Employers' Promise – employers committed to working together to create additional training, apprenticeships and work opportunities.

Communities First job club programmes – work to support adults into employment.

Young Entrepreneur Programme – an opportunity for young people to work with mentors on their business ideas.

Flintshire Business Entrepreneurship Network – employers working together to support Entrepreneurship Programmes.

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Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

This is a priority this year because we need to:

- Support the victims of domestic abuse.
- Address the impact of substance misuse on individuals and their families in the County.
- Reduce people's actual and perceived fear of crime in their communities.
- Continue to manage anti-social behaviour and increase public confidence in how we do that.

What we will do in 2014/15:

1. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Raise awareness of sexual violence amongst young people
- Manage the impacts of anti-social behaviour
- Manage the impacts of substance misuse

Achievement will be measured through:

- Delivery of the work programme for the North Wales Safer Communities Board
- Fewer high risk repeat victims of domestic abuse
- Percentage of young people reporting increased awareness of sexual violence following interventions at school
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy
- 'Completed treatments' and waiting times for substance misuse services

2. Reduce fear of crime by:

- Making best use of the latest technologies including closed circuit television (CCTV)
- Ensuring the street-lighting system is working effectively
- Removing graffiti within the Streetscene timescales

Achievement will be measured through:

- Sustaining a workable network of CCTV provision
- The time taken to repair streetlight failures
- Remove graffiti from Council buildings and property within the agreed Streetscene timescales
- Improve the environment through the use of environmental visual audits (EVAs) in partnership with North Wales Police

3. Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

Achievement will be measured through:

- The impact of introducing a single Safeguarding Unit beginning with the co-location of the Adult and Children's Safeguarding teams
- Roll out of Human Trafficking training via the Flintshire Wrexham Local Safeguarding Children Board
- Capturing data on children who are reported missing

Risks to Manage:

- How we can improve the public's perception of safety in the community.
- How we can fund the provision of CCTV with local partners.
- Ensuring that new Community Safety Partnership arrangements work effectively.

What we mean by:

Substance Misuse – the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.

Human Trafficking – ‘trade’ in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.

Sexual Exploitation – the use of another person in non-consensual sex for profit.

Anti-social Behaviour – behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.

CCTV – to prevent and respond to crime and disorder.

Environmental Visual Audits – detailed “community intelligence” to support both crime reduction and deliver other improvements to quality of life issues via partnership working.

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Priority	Sub-Priority	Impact
Safe Communities	Traffic and road management	Improving road safety

This is a priority in year because we need to:

- Make roads safer in our communities by:
 - Having high quality street lighting
 - Having roads in good condition
 - Minimising reportable accidents

What we will do in 2014/15

1. Complete implementation of the first phase of our 20mph zones outside schools.
Achievement will be measured through:
 - Implementation of 65 schemes of 20mph advisory zones
2. Maintain the Council's road infrastructure to improve road safety.
Achievement will be measured through:
 - The percentage of collisions in 'collision cluster sites' investigated and actioned
 - Time taken to repair street lamp failures
 - Time taken to respond to service requests for highway defects
3. Implement Regional Transport Plan road safety schemes.
Achievement will be measured through:
 - Completion of road safety schemes

Risks to Manage:

- Gaining public and local support for our road safety schemes.
- Being able to obtain timely decisions of statutory approval for schemes from Welsh Government.

What we mean by:

'Collision Cluster Site – a site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius

Priority	Sub-Priority	Impact
Poverty	Welfare Reform	Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the impact of Welfare Reform.
- Prevent homelessness.
- Help people claim the benefit they are entitled to.
- Help people manage their debts.

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness.

Achievements will be measured through

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

2. Provide advice and support services to help people protect their income.

Achievement will be measured through:

- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support peoples housing needs including changes due to Welfare Reform

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Achievement will be measured through

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Risks to manage

- Meeting the growing costs of homeless prevention.
- Advice and support services sufficient to be able to meet demand.
- Eviction levels rising if tenants are unable to afford to pay their rent.
- Local economy may suffer as residents have less income to spend.
- Resources to meet the requirements of the Universal Credit roll-out.

What we mean by

- **Welfare reform** - a range of measures being introduced by Central Government to reform the Welfare Benefits system

- **Universal Credit** – new benefit which replaces the current means tested benefit for working age claimants
- **Homeless prevention** - take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days

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Priority	Sub-Priority	Impact
Poverty	Fuel Poverty	Protecting people from poverty

This is a priority this year because we need to:

- Support people on low incomes and those impacted by Welfare Reform.
- To support people to reduce the impact of rising fuel costs.
- Install energy efficiency measures into homes as part of the Council meeting the Wales Housing Quality Standard for its housing stock.

What we will do in 2014/15:

1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.

Achievements will be measured through:

- The installation of additional energy efficiency measures including solid wall insulation and solar PV

2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.

Achievements will be measured through:

- Number of households accessing Eco and other energy efficiency funding
- Number of households accessing the opportunity to convert from oil to gas heating systems in the Aston and Mostyn areas

3. Deliver energy efficiency measures to Council homes.

Achievements will be measured through:

- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Risks to manage:

- Residents may not take up the energy efficiency measures available as we hope.
- Available funding might fall short of public demand.

What we mean by:

Vibrant and Viable Places – Welsh Government’s regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	People being able to access employment, local services and facilities

This is a priority this year because we need to:

- Improve accessibility to and between employment, homes, leisure, health and social activity.
- Provide convenient and affordable travel services.
- Help to reduce congestion on our highway network.
- Facilitate economic growth.

What we will do in 2014/15:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.
Achievement will be measured through:
 - Completion of funded projects within the Regional Transport Fund
2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.
Achievement will be measured through:
 - Condition of the highway's infrastructure
 - Road works being completed within agreed timescales
 - Minimising the disruption to our road network through reduction in the number of revisits to defective road-works
3. Improve facilities and routes for pedestrians and cyclists.
Achievement will be measured through:
 - Undertake mapping for the Active Travel Bill by March 2015
 - Increased usage of the County's cycleways
4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.
Achievement will be measured through:
 - Approval of the Northern Gateway site "masterplan" by April 2014
 - Scale of development in the site beginning with the commencement of infrastructure works by July 2014
5. Develop proposals for coordinated transport across the region.
Achievement will be measured through:
 - Development of the Regional Transport Plan/Local Transport Plan by March 2015
 - Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015
6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.
Achievement will be measured through:
 - Scale and take-up of bus passenger numbers

Risks to manage:

- Ensuring that the County's infrastructure is adequate to support economic growth.
- Securing funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.
- Ensuring sustainable transport options remain attractive to users.
- Transition of TAITH to new model for regional transport including contingency planning and resourcing.
- Reductions in Welsh Government grants for subsidising services.

What we mean by:

Deeside Infrastructure Business Plan – A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone.

Deeside Enterprise Zone – Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.

Infrastructure – Facilities, systems, sites and networks that are necessary for the County to function.

Sustainable transport – Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking.

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Priority	Sub-Priority	Impact
Environment	Carbon Control and Reduction	Reducing our carbon impact on the natural environment

This is a priority in year because we need to:

- Reduce our carbon 'footprint'.
- Continue to reduce our carbon emissions to meet Welsh Government targets.
- Play our part in helping to address the consequences of climate change.
- Reduce the Council's energy costs.
- Sustain our natural resources for future generations.

What we will do in 2014/15:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.
2. Challenge the Council's carbon emissions, through our assets, vehicles and behaviour:-
 - investing in renewable energy schemes;
 - investing in a more efficient fleet (vehicles);
 - improving the efficiency of our street lighting; and
 - increasing recycling of the Council's own waste.

Achievement will be measured through:

- carbon reduction commitment
- renewable energy and energy retrofit schemes
- monitoring the fuel consumption of our fleet
- carbon emissions from Council street lighting
- recycling performance

3. Encourage public utilisation of recycling facilities and services.

Achievement will be measured through:

- Improved recycling performance

4. Encourage residents and employees to use more sustainable forms of transport.

Achievement will be measured through:

- Increased bus passenger numbers and use of cycleways

5. Complete the review and rationalise the Council's assets.

Achievement will be measured through:

- Reduction in the Council's assets portfolio

Risks to manage:

- Ensuring that buildings are used effectively to match our priorities.
- Securing sufficient funding for renewable energy schemes, further street lighting improvement programmes and to maintain the Council's recycling service.
- Ensuring that recycling and energy efficiency programmes are supported up by the public and employees.

What we mean by:

Carbon footprint – The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.

Renewable energy schemes – Schemes designed to use energy from a source that is naturally replenished e.g. sunlight

Carbon reduction commitment – A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.

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Priority	Sub-Priority	Impact
Modern & Efficient Council	Organisational Change	Managing services well to achieve our priorities

This is a priority in year because we need to:

- Become more lean and modern.
- Have a clear vision of what the Council will need to look like by 2017 with less money, and have a plan to reform and change the organisation to fit.
- Achieve our priorities.
- Deliver quality services with reduced financial resources.

What we will do in 2014/15:

Agree an organisational change programme that will:

1. Implement the newly agreed operating model for the Council.

Achievement will be measured through:

- successful transition into the new operating model
- streamline the organisation

2. Integrate business units and consider alternative models.

Achievement will be measured through:

- agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from a combination of the above

Risks to manage:

- Gaining workforce and Trade Union agreement and acceptance of the transition into the new operating model.
- Transitional risks of the operating model.

What we mean by:

Operating Model - how an organisation is structured, functions and performs according to its objectives and values.

Working practices – the Council's internal processes and procedures.

Social business model – the way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Financial Strategy	Protecting local front-line public services and delivering Council priorities through the best use of our resources

This is a priority in year because we need to:

- Protect local services as a first priority.
- Have in place a longer term financial plan which models anticipated funding and costs over the medium term and which identifies the annual and cumulative efficiency targets which will need to be achieved to deliver services within available resources.
- Ensure we have the necessary revenue and capital funding in place to deliver front line services and Council priorities and be able to invest for future years.
- Achieve the 2014/15 targets for the organisational change and efficiency programme.
- Integrate the development of the next stages of the change and efficiency programme with the revenue and capital elements of the financial strategy.
- Maximise our income to invest in public services.

What we will do in 2014/15:

1. Develop a longer term financial plan.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
 - The effectiveness of the plan as an aid to strategic decision making
 - Producing a sustainable four year plan which meets the funding gap and supports investment needs
2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Achievement will be measured through:

- resources being available to fund each priority and reflected in the medium term financial plan
3. Deliver on the four programmes of the organisational change and efficiency programme:
 - Corporate Efficiency: assets, customer, finance and procurement.
 - Organisational Design: operating model, functional and structural design, alternative delivery models.
 - Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
 - Functional Efficiency: value for money in all service and support functions.

Achievement will be measured through:

- achieving the financial target efficiencies for each of the four programmes set for 2014/15
- identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- agreement of a corporate approach to the setting of fees and charges

Risks to manage:

- Ensuring that capital and revenue resources are sufficient to operate effectively.
- Uncertainty in the level of Welsh Government funding which represents 80% of the funding of Council services.
- Gaining agreement to the financial strategy.
- Delivery of the 2014/15 efficiency savings in full.
- Gaining agreement to further efficiency measures from 2015/16 onwards.
- Gaining agreement to a new corporate approach for fees and charges.

What we mean by:

Revenue funding – spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, energy.

Capital funding – spending on assets (e.g. buildings, equipment and land).

Fees and Charges – the amount service users pay for services which are not provided for free.

Efficiency Targets – financial savings we aim to achieve within a given period of time through specific actions.

Values for Money – being efficient and effective in using our resources to achieve our service objectives and standards.

Priority	Sub-Priority	Impact
Modern & Efficient Council	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

This is a priority in year because we need to:

- Enable the effective implementation of the new Council Structure and provide a foundation for on-going sustainable organisational change.
- Implement the new agreed pay model.
- Optimise the benefits of having modern terms and conditions to enable the Council to be more flexible in service delivery.
- Provide capability and capacity to manage a reduced sized organisation.
- Modernise working practices.

What we will do in 2014/15:

Implement the People Strategy focusing on:

1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
3. Health and Wellbeing – including development of 'Flintshire Healthy Workplace', information channels for employees to manage health and welfare, initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.
4. Implement the new pay model as part of Single Status and address any ongoing Equal Pay liabilities.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives, surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Risks to manage:

- Ensuring organisational capability to make the changes happen and sustain the new operating model.

- Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action.
- Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

What we mean by:

Equal pay – equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.

Medium-term Financial Plan - the Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.

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Priority	Sub-Priority	Impact
Modern & Efficient Council	Asset Strategy	Having the right buildings in the right places for the right uses

This is a priority this year because we need to:

- Become an even more modern organisation.
- Reduce Council overhead costs to protect and invest in front-line services.
- Reduce carbon emissions.

What we will do in 2014/15:

1. Refresh the Asset Strategy along-side capital planning.
2. Reduce the number and review the usage of Council property assets.
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.
4. Increase the rate and take up of Community Asset Transfers.

Achievement will be measured through:

- Reducing maintenance and asset costs
- Increased joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Risks to manage:

- Gaining public acceptance.
- How we can invest and ensure we have the capacity to implement the strategy.
- Gaining workforce agreement and acceptance of agile working practices.

What we mean by:

Asset Strategy – long term plan to make best use of our buildings.

Council Property Assets – buildings owned and maintained by the Council.

Agile Working – working across locations in a flexible way with the use of technology.

Capital – money spent on assets (e.g. buildings, equipment and land).

Community Asset Transfers – transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Procurement Strategy	Making our money go further through smart procurement

This is a priority in year because we need to:

- Minimise procurement costs.
- Ensure that goods and services purchased represent value for money.
- Ensure that community benefits are optimised through our procurement arrangements.
- Achieve efficiency targets to protect and invest in local front-line public services.

What we will do in 2014/15:

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Achievement will be measured through:

- the scale of the use of the National Procurement Service and the resulting efficiencies
- the scale of the use of regional procurement collaboration and the resulting efficiencies

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Achievement will be measured through:

- the merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations.

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Achievement will be measured through:

- increasing inclusion of community benefit clauses in contracts.

Risks to manage:

- Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement Consortium frameworks.
- Ensure the internal adoption of revised procurement practice and process.
- Having the creativity to apply community benefit clauses within contracts.

What we mean by:

Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider issues into account other than price.

Procurement collaborations – ways of procuring goods and services within agreed terms and conditions.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Access to Council Services	Achieving customer focused, modern and efficient access to council services

This is a priority in year because we need to:

- Improve access to our services for our customers through use of a multi channel approach.
- Improve customer care, service and satisfaction levels.

What we will do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Achievement will be measured through:

- the opening and scale of use of the Flintshire Connects centres
- customer feedback on Flintshire Connects
- range of services provided
- percentage of customers having their needs met at first point of contact

2. Review and improve our Customer Service Standards.

Achievement will be measured through:

- customer satisfaction ratings

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Achievement will be measured through:

- number of customers using technology to access Council information and services
- number of customers using technology to participate in consultation exchanges etc.
- customer feedback
- percentage of customers having their needs met at first point of contact

Risks to manage:

- How we can ensure the investment to further improve access to our services.
- Ensuring our customers can access our digital services.
- Ensuring a positive public response to the changing ways our services can be accessed.
- How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service.

What we mean by:

Flintshire Connects Centres - simpler and more “joined up” access to Council and other public sector services in County towns in a modern and welcoming environment.

Customer Service Standards – what customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.

Statement of Responsibility

This publication fulfils in part the statutory requirements to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). This is our 'forward-looking' document for the year. The second part of the statutory requirement is the Annual Performance Report which is our 'backward-looking' document and reviews performance against our objectives set for the previous year. This second report is published in October.

Contacts for Feedback and Review

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Policy and Performance Team:

Tel: 01352 702744

Email: Policy and Performance Team@flintshire.gov.uk

This document is available in alternative formats or your own language on request.

Improvement Plan 2014/15 Amendments Record Sheet

Priority	Sub-Priority	Change
Living Well	Independent Living	Activity 3 - Use a whole family approach through the Integrated Family Support Service, additional measure of achievement added "Alignment of Flintshire's policies and procedures with those of Wrexham".
Economy & Enterprise	Social Enterprise	Activity 1 – Raise awareness of the Flintshire Social Enterprise Fund, achievement measure changed to "Establish or assist 5 social enterprises". The target was previously 10. Whilst still ambitious, 5 is a more realistic target.
Safe Communities	Traffic & Road Management	Activity 2 changed from "Prioritise the Council's road infrastructure repairs and maintenance to improve road safety", to "Maintain the Council's road infrastructure to improve road safety". This is now a more realistic priority, given that not all of the Council's resources can be priorities for road safety.
		First achievement measure under activity 2 changed from "Numbers of collisions in 'collision cluster sites' following safety improvements schemes completions", to "The percentage of collisions in 'collision cluster sites' investigated and actioned". This is an improved measure of performance given the Council's limited control in collision prevention e.g. driver error.
		Deletion of the risk - Making best use of our resources to meet our priorities for road safety. As above, not all of the Council's resources can be priorities for road safety.

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Summary of Key Issues / Responses to the Consultation with Overview & Scrutiny Committees

Lifelong Learning Overview & Scrutiny Committee – 15 May 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority - Modernised & High Performing Education	
Concern raised about using the measure – ‘percentage of learners achieving 5 or more A* - C passes at GCSE or vocational equivalent’.	It was explained that this is a national measure set by Welsh Government.
General concern regarding the level of importance attached to performance measures and particularly the use of measures relating to free school meals (FMS).	It was advised that the range of data is vast and not just about the recent outcomes for learning but also about bringing enjoyment, confidence, and well-being to all pupils.
Concern raised that the target for surplus places may not be achievable.	It was confirmed that the target is a Welsh Government target set for all authorities.
Request that the activity relating to educational achievements of children in a position of disadvantage including looked after children (LAC), be reworded to reflect that the authority is ensuring equal opportunity to access education for all children.	It was agreed that the wording would be revisited, although it would not be possible to deviate too far from the original wording as this is a national priority.

Community Profile & Partnerships Overview & Scrutiny Committee – 9 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority - Community Safety	
Query raised as to whether a plan is in existence for CCTV provision across the county.	A separate report is to be made to the committee concerning arrangements for future CCTV provision.

Housing Overview & Scrutiny Committee – 10 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority – Extra Care Housing	
The planned extension of extra care housing to include additional units in Flint and Holywell was welcomed.	N/A
Sub-priority – Modern, Efficient and Adapted Homes	
Query raised as to whether the team for the new housing company is in place yet.	It was confirmed that the Board is in place and that the committee would receive regular reports, the first being in the autumn.
The target for empty homes brought back into use was queried.	It was confirmed that the target of 30 for 2014/15 relates to the private sector and that work is on-going in relation to council homes.
Sub-priority – Achieve the Wales Housing Quality Standard	
Continued investment was welcomed.	N/A
Query raised regarding the locations of the new council homes to be built.	It was confirmed that potential sites had been identified but that no formal plans were in place yet.
Query raised in relation to the 'right to buy' for occupiers of the new council homes to be built.	It was confirmed that the terms of the Welsh Government suspension policy are currently being looked at.
Sub-priority – Welfare Reform	
Query raised regarding the implementation of Universal Credit and the effect that it is having on increased debt within the County.	It was confirmed that: - <ul style="list-style-type: none"> • a phased approach is being taken to implementation over the next 2 – 3 years; and • it is too early to see the impacts on debt levels but a report will be made to the next meeting of the committee concerning this matter.
Sub-priority – Fuel Poverty	
Query raised as to whether the council would promote the opportunities of the Governments 2 nd phase of the 'Green Deal'.	It was confirmed that local citizens are referred to the opportunities which will best suit their circumstances.

Environment Overview & Scrutiny Committee – 11 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Members were pleased to see the continued inclusion of transport infrastructure as this will be essential to improving growth in the local economy and creating jobs.	N/A

Social & Health Overview & Scrutiny Committee – 12 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Query raised in relation to the location of the Extra Care Unit in Flint and the concern that extra care is not 'watered down' as a result of being on the same site as Flint Health Centre.	Concern understood and assurance given that every effort would be made to ensure that this is not the case. Members to accompany Officers on a visit to a 'joint site' in Conwy.
Query raised on the use of the Intermediate Care Fund.	It was confirmed that the fund was being used effectively to interface services with Health and facilitate workstreams which are enabling a stepped approach to moving away from hospital care where this can be prevented or reduced in length. A six month report about the use of the fund is to be brought to a future meeting of the Committee.

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FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2014/15

**How achievement will be measured
Supporting milestones and measures**

Priority	Sub-Priority	Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home

What we will do in 2014/15:

1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

Achievement will be measured through:

- Agreed Business Model and funding for the developments
- Firm plans agreed with Social Housing partners for both schemes
- The new schemes and business model developed and supported by sound consultation

Achievement Milestones for strategy and action plans:

- Consultation for the new schemes to be complete by March 2015
- Business Model agreed by March 2015
- Funding for the developments agreed by March 2015
- Agreement with Social Housing Partners for both schemes by December 2014

Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

What we will do in 2014/15:

1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Approval for the Flint Town Centre regeneration plan which includes new housing provision

Achievement Milestones for strategy and action plans:

- Approval of the Flint Town Centre regeneration plan including new housing provision by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Bringing of 30 empty homes back into use for residential living

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC
IPH2M1 - Number of empty homes brought back into use		32 homes	30 homes	120 homes (cumulative)

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.

Achievement will be measured through:

- A county wide housing register and single allocations policy in place by December 2014.

Achievement Milestones for strategy and action plans:

- A county wide housing register and single allocations policy in place by December 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- In accordance with the timetable of the Delivery Agreement; by November 2014

Achievement Milestones for strategy and action plans:

- Agree the Local Development Plan's vision, objectives and options to accommodate growth in accordance with the delivery agreement by November 2014.

Priority	Sub-Priority	Impact
Housing	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing

What we will do in 2014/15:

1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020.

Achievement will be measured through:

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

Please note the six year plan is currently out for consultation and feedback may affect the proposed targets. Current targets are based on the Choices document.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan
Capital Works Target – Kitchen Replacements		1118	922	
Capital Works Target – Smoke Detectors		804	500	
Capital Works Target – Bathroom Replacements		200	N/A	Not in current plan for 2016/17
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.		N/A – new measure	Establish baseline 2014/15	TBC once baseline established

IPH3M1 - Capital Programme expenditure on improvement work streams <i>(Managing expenditure within or below budget to maximise available financial resources - Capital works budget)</i>		£12m	£9.76m	TBC
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2. Reach a voluntary settlement with Welsh Government to exit the Housing Revenue Account (HRA) subsidy system by 31st March 2015.

Achievement will be measured through:

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

Achievement Milestones for strategy and action plans:

- Implementation of a voluntary agreement with Welsh Government to exit the Housing Revenue Account subsidy system by 31 March 2015

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

Achievement will be measured through:

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

Achievement Milestones for strategy and action plans:

- Agreement of a 6 year investment programme by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPH3M1 - Capital Programme expenditure on improvement work streams	Chief Officer – Community and Enterprise	£12m	£9.76m	TBC

Priority	Sub-Priority	Impact
Living Well	Independent Living	Improving people's quality of life

What we will do in 2014/15

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

Achievements will be measured through

- Extended local use of telecare / telehealth technologies consistent with regional plans
- Exceed the all Wales average for adaptations
- Meet local improvement targets for reablement

Achievement Milestones for strategy and action plans:

- Extended local use of telecare / telehealth technologies consistent with regional plans by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	Chief Officer – Social Care	257 days	257 days	231 days
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		247 days	247 days	231 days
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.		77%	71 – 75%	80%

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.

Achievements will be measured through:

- Improved quality of life for service users with a disability
- Reduction in care hours in supported living
- Reduction in one to one care needed in supported living

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of minor adaptations (under £1000) completed for service users with a disability.	Chief Officer – Social Care	377 *	TBC	TBC
Number of people receiving Direct Payments / Citizen Directed Support.		302	320	350
Maintain The percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)		86%	90%	90%

**Note: Baseline data for measure 1. is based on minors under £500 – we are collecting data on all minors from 01/04/2014. Targets to be agreed based on Q1 data in July 2014.*

3. Use a whole family approach through the Integrated Family Support Service.

Achievements will be measured through:

- Number of families receiving a service
- Average “distance travelled” score at 12 month review
- Maintain level of repeat referrals to Children’s Social Services
- Alignment of Flintshire’s policies and procedures with those of Wrexham

Achievement Milestones for strategy and action plans:

- Alignment of Flintshire’s policies and procedures with those of Wrexham by December 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of families referred to IFSS (Flintshire County Council only)	Chief Officer – Social Care	13	TBC	TBC
Average “distance travelled” score at 12 month review		1.4	Maintain 1.4	TBC
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%

4. Examine the children’s services structure with a view to remodelling the teams to create capacity to do more preventative work.

Achievements will be measured through:

- Implementation of the new model by March 2015
- Maintain level of repeat referrals to Children’s Social Services

Achievement Milestones for strategy and action plans:

- Implementation of the new model by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	Chief Officer – Social Services	53%	82%	100%
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%

5. Prevent homelessness for people who are:

- alcohol and drug dependent; and/or
- victims of domestic abuse; and/or
- ex-offenders; and/or
- young people including care leavers.

Achievements will be measured through:

- Homeless prevention for at least 6 months for people who are:
 - alcohol and drug dependent,
 - victims of domestic abuse,
 - ex-offenders;
 - young people including care leavers
- Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention

Achievement Milestones for strategy and action plans:

Evaluate the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention by January 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%
Homeless prevention for at least 6 months for people who are victims of domestic abuse.		During 2014/15 changes to recording and reporting of data will be made to systems to create a baseline for these indicators in 2014/15 so that target setting can take place for 2015/16.		
Homeless prevention for at least 6 months for people who are ex-offenders.				
Homeless prevention for at least 6 months for people who are young people including care leavers				

6. Carry out a major review of the Transition Service and implement findings.

Achievements will be measured through:

- Effective transition pathway

Achievement Milestones for strategy and action plans:

- Collection of feedback from service users by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of people receiving Direct Payments / Citizen Directed Support.	Chief Officer – Social Services	302	320	350

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

What we will do in 2014/15

2. Continue the integration of community based health and social care teams within three localities.

Achievements will be measured through

- Development of our second co-located team in 2014/15
- Plans developed for our third and final co-located team in 2015/16

Achievement Milestones for strategy and action plans:

- Development of our second co-located team by March 2015
- Plans developed by March 2015 for our third and final co-located team in 2015/16

2. Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by March 2015.

Achievements will be measured through

- Agree and implement the business case for ECS in the North East & South Localities
- Improved experiences of patients

Achievement Milestones for strategy and action plans:

- Agree the business case for ECS in the North East Locality by November 2014
- Implement the business case for ECS in the North East Locality by March 2015
- Agree the business case for ECS in the South Locality by November 2014
- Implement the business case for ECS in the South Locality by March 2015
- Collection of a further 3 patient stories by March 2015

3. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- Plans to support carers are agreed and implemented

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Chief Officer – Social Services	85%	75% – 80%	90%

4. Ensure Single Integrated Plan (SIP) priorities are progressed through localities.

Achievements will be measured through

- Improved communication and governance arrangements to ensure that localities deliver the priorities of the SIP.

Achievement Milestones for strategy and action plans:

- Inclusion of relevant SIP priorities in the Locality Leadership Teams plans by March 2015
- Achievement of relevant outcomes in Locality Leadership Teams plans by March 2015

5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.

Achievements will be measured through

- Agree and implement action plan for use of Intermediate Care Funds
- Independent evaluation of outcomes achieved

Achievement Milestones for strategy and action plans:

- Agree an action plan for use of Intermediate Care Funds by June 2014
- Implement the action plan for use of Intermediate Care Funds by March 2015
- Determine process for evaluation of outcomes by March 2015

Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth in Deeside	Creating jobs and growing the local economy

What we will do in 2014/15:

1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.

Achievements will be measured through

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established
Number of jobs created and sustained in Flintshire		N/A New Measure	Baseline Year	TBC once baseline established
Percentage of enquiries converted to investment in the DEZ		54%	60%	60%
Number of jobs created and sustained in the DEZ		1234 jobs	1300 jobs	1300 jobs

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.**Achievements will be measured through**

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

Achievement Milestones for strategy and action plans:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Commencement of infrastructure works in July 2014

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)**Achievements will be measured through**

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Achievement Milestones for strategy and action plans:

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ by Summer 2014.

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Making local communities viable

What we will do in 2014/15:

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.				
Achievements will be measured through <ul style="list-style-type: none"> ▪ Scale and take up of the Business Grant Scheme in Town Centres ▪ Delivery and completion of actions set out in the Masterplans 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	Chief Officer – Community & Enterprise	10 grants	25 grants	25 grants

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan				
Achievements will be measured through <ul style="list-style-type: none"> ▪ Completion of heritage trail and St. Mary's Square renovation ▪ Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse ▪ Phased demolition of the maisonette blocks ▪ Purchase of former Police station and court building ▪ Completion of Flint House over 55s development 				

Achievement Milestones for strategy and action plans:

- Completion of heritage trail and St. Mary's Square renovation by 31 March 2015
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse by 31 March 2015
- Phased demolition of the maisonette blocks by 31 March 2015
- Purchase of former Police station and court building by 31 March 2015
- Completion of Flint House over 55s development by 31 March 2015

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

Achievements will be measured through

- Delivery and completion of in-year rural development schemes with final outputs including:
 - 40 jobs created
 - 40 micro enterprises created
 - 35 village renewal projects supported
 - 21 community facilities sustained
 - improved visitor facilities created in Talacre / Gronant

Achievement Milestones for strategy and action plans:

- Improved visitor facilities created in Talacre / Gronant in by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	Chief Officer – Community & Enterprise	11.26 jobs	40 jobs	N/A
40 micro enterprises created through the delivery and completion of the in-year rural development schemes		16 micro enterprises	40 micro enterprises	N/A
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes		10 renewal projects	35 renewal projects	N/A

21 community facilities sustained through the delivery and completion of the in-year rural development schemes		12 community facilities	21 community facilities	N/A
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Priority	Sub-Priority	Impact
Economy and Enterprise	Social Enterprise	Supporting and creating new forms of local business

What we will do in 2014/15:

1. Raise awareness of the Flintshire Social Enterprise Fund.				
Achievements will be measured through <ul style="list-style-type: none"> Establish or assist 5 social enterprises 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Establish or assist 5 social enterprises	Chief Officer – Social Services	N/A New measure	5 social enterprises	5 social enterprises

2. Develop effective support for social enterprises.				
Achievements will be measured through <ul style="list-style-type: none"> Establishing a wider range of community benefit clauses to be used when procuring services The number of Social Enterprises which survive and prosper Strengthening and consolidating the Social Enterprise Network by a numerical increase in numbers and how effectively the network is working 				
Achievement Milestones for strategy and action plans: <ul style="list-style-type: none"> Establishing a wider range of community benefit clauses to be used when procuring services by October 2014. 				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
The number of Social Enterprises which survive and prosper	Chief Officer – Social Services	New Measure – baseline data not available	N/A – Management Information	N/A – Management Information

3. Develop new Social Enterprise projects to meet the Council's priorities.

Achievements will be measured through

- Establishment of further social enterprises from within the Council

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Establishment of further social enterprises from within the Council	Chief Officer – Social Services	New Measure – baseline data not available	1 social enterprise	2 social enterprises

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision to get better learner outcomes

What we will do in 2014/15:

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -

- Improving skills in literacy and numeracy
- Improving educational achievements of children in a position of disadvantage including our Looked after Children
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place
- Continuing the implementation of 21st Century Schools programme
- Implementing the outcomes of the asset review including Primary School Organisation
- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
- Raising standards through effective use of new technologies
- Ensuring best quality educational support during implementation of the national model for regional working

Achievements will be measured through

- Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Reduction of surplus places
- Completion of 21st Century school milestones in line with target dates

Achievement Milestones for strategy and action plans:

- Completion of 21st Century school milestones in line with target dates:
- Appointment of constructors June/July 2014
- Completion of full business cases for Holywell and Post 16 Hub by November 2014, John Summers by February 2015

<ul style="list-style-type: none"> All facilities open by September 2016 				
Achievement Measures	Lead Officer	Baseline Data (Summer 2013)	2014/15 Target (Summer 2014)	Aspirational Target (Summer 2015)
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages				
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	Chief Officer Education and Youth	68.5%	72.4%	75.5%
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics		86.5%	87.3%	90.9%
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics		88.2%	90%	92%
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English		72.7%	75%	77.4%
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English		85.8%	86.8%	90.5%
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English		88.1%	89%	90%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		85.5%	86.2%	87%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		80%	82%	86.5%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent				
IPSL1M10 - The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Chief Officer Education and Youth	79.6%	81.4%	86.3%

EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language		62.2%	66.2%	69.9%
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
IPSL1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Chief Officer Education and Youth	91.2%	94.6%	95.8%
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		35.7%	51.5%	61.3%
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		293.0	323.9	330.9
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification		0%	0%	0%
Surplus Places				
EDULM12a - Reduce the percentage of surplus places (primary)	Chief Officer Education and Youth	16.3%	10%	10%
EDULM12b - Reduce the percentage of surplus places (secondary)		17.3%	10%	10%

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Meeting the skills and employment needs of local employers

What we will do in 2014/15:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

Achievements will be measured through

- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increase the number of apprenticeships in the public and voluntary sector

Achievement Milestones for strategy and action plans:

- Agree to purchase and use the Annual Business Enquiry for business registration in order to provide baseline, progress and comparison of business performance Flintshire by August 2014
- Refine and improve the processes and systems of apprenticeship data collection for Flintshire both in line with national measures and as the basis for year-on-year comparison by January 2015

Achievement Measures	Lead Officer	Baseline Data (Summer 2014)	2014/15 Target (Summer 2015)	2016/17 Aspirational Target (Summer 2016)
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	Chief Officer Education and Youth	5.7%	5.1%	4.9%
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months		1%	0.95%	0.9%
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months		0.8%	0.75%	0.7%
Securing high levels of 16 years olds in education, employment and training*		96.4%	97.9%	98%
Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.		71.5%	72%	74%
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.		52.5%	53%	54%
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.		29.7%	30%	31%

**target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.*

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2014/15:

<p>1. Contribute to the delivery of the North Wales Community Safety Plan priorities:</p> <ul style="list-style-type: none"> • Reduce the impact of domestic abuse on high risk repeat victims • Raise awareness of sexual violence amongst young people • Manage the impacts of anti-social behaviour • Manage the impacts of substance misuse
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<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ Delivery of the work programme for the North Wales Safer Communities Board ▪ Fewer high risk repeat victims of domestic abuse ▪ Percentage of young people reporting increased awareness of sexual violence following interventions at school ▪ Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy ▪ 'Completed treatments' and waiting times for substance misuse services <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> ▪ Delivery of the work programme for the North Wales Safer Communities Board by February 2015 ▪ Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	Chief Officer – Planning and Environment	28%	28%	28%
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions		12 schools (100%)	6 schools	18 schools
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw Production		90%	87%	90%

IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)		67.08%	80%	80%
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)		69.53%	80%	80%
SCY/003a - All young people on a statutory order with a substance misuse issue are offered an appointment with a substance misuse worker within 5 working days *	Chief Officer – Social Care	88.6%	85% - 100%	85% - 100%
SCY/003b - All young people on a statutory order with a substance misuse issue are offered an intervention within 10 working days *		100%	85% - 100%	85% - 100%

* A range has been set for the targets so as to allow for the large changes in percentages that are possible due to the small cohort sizes

2. Reduce fear of crime by:

- Making best use of the latest technologies including closed circuit television (CCTV)
- Ensuring the street-lighting system is working effectively
- Removing graffiti within the Streetscene timescales

Achievement will be measured through:

- Sustaining a workable network of CCTV provision
- The time taken to repair streetlight failures
- Remove graffiti from Council buildings and property within the agreed Streetscene timescales
- Improve the environment through the use of environmental visual audits (EVAs) in partnership with North Wales Police

Achievement Milestones for strategy and action plans:

- Meeting the agreed timetable for implementing changes to CCTV provision by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	Chief Officer – Transport and Streetscene	3 days	3 days	3 days
IPSC2M5 - Installation and replacement of structurally failed street lighting columns		5%	5%	6% per year

Remove graffiti from Council buildings and property within the agreed Streetscene timescales		2 working days	2 working days	2 working days
Percentage of wards who have agreed a protocol for EVAs and identified priority areas.		100%	90% - 100%	90% - 100%

3. Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

Achievement will be measured through:

- The impact of introducing a single Safeguarding Unit beginning with the co- location of the Adult and Children's Safeguarding teams
- Roll out of Human Trafficking training via the Flintshire Wrexham Local Safeguarding Children Board.
- Capturing data on children who are reporting missing

Achievement Milestones for strategy and action plans:

- Co-location of the Adult and Children's Safeguarding teams by October 2014
- Roll out of Human Trafficking training via the FWLSCB by March 2015
- Extension of existing mechanisms for reporting children missing from care, to include all children who are reported missing, by October 2014

Priority	Sub-Priority	Impact
Safe Communities	Traffic and road management	Improving road safety

What we will do in 2014/15:

1. Complete implementation of the first phase of our 20mph zones outside schools.

Achievement will be measured through:

- Implementation of 65 schemes of 20mph advisory zones

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC2M1 - Implement 20 mph advisory zones	Chief Officer – Transport and Streetscene	0 schools in 2013/14 *	65 schools	90 schools (All Schools)

**19 schools cumulative total as at 2013/14 year end*

2. Maintain the Council's road infrastructure to improve road safety.

Achievement will be measured through:

- The percentage of collisions in 'collision cluster sites' investigated and actioned
- Time taken to repair street lamp failures
- Time taken to respond to service requests for highway defects

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
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The percentage of collisions in 'collision cluster sites' investigated and actioned	Chief Officer – Transport and Streetscene	N/A New Measure	100%	100%
THS/009 - The average number of calendar days taken to repair street lamp failures during the year		3 days	3 days	3 days
Time taken to respond to service requests for highway defects		N/A New Measure	1 day	1 day

3. Implement Regional Transport Plan road safety schemes.

Achievement will be measured through:

- Completion of road safety schemes

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC2M7 - Implement road safety schemes	Chief Officer – Transport and Streetscene	100%	100%	100%

Priority	Sub-Priority	Impact
Poverty	Welfare Reform	Protecting people from poverty

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness.

Achievement will be measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC

2. Provide advice and support services to help people protect their income

Achievement will be measured through:

- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,680	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council		£2.3 million	N/A	N/A
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>		N/A – new measure	N/A	N/A
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		N/A – new measure	N/A	N/A

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Achievement will be measured through:

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Chief Officer – Community and Enterprise	N/A – new measure	190	TBC
Number of Universal Credit claimants assisted with on-line access		N/A – new measure	140	TBC
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service		N/A – new measure	250	TBC

Priority	Sub-Priority	Impact
Poverty	Fuel Poverty	Protecting people from poverty

What we will do in 2014/15:

1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.

Achievement will be measured through:

- The installation of additional energy efficiency measures including solid wall insulation and solar PV

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	N/A – new measure	25	30
Average SAP score of homes receiving measures		65	70	70

2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.

Achievement will be measured through:

- Number of households accessing Eco and other energy efficiency funding
- Number of households accessing the opportunity to convert from oil to gas in the Aston and Mostyn areas

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Overall annual fuel bill reduction for residents	Chief Officer – Community and Enterprise	£142,430	£175,000	£250,000
Annual reduction in carbon emissions		11,661 tonnes	25,000 tonnes	20,000 tonnes

IPE2M5 – Number of homes benefiting from improved domestic energy performance measures		466 homes	650 homes	1000 homes
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3. Deliver energy efficiency measures to Council homes.

Achievement will be measured through:

- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPP2M4 - Number of Council homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	161 council homes	400 council homes	500 council homes
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)		N/A – new measure	233 council homes	N/A

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	People being able to access employment, local services and facilities

What we will do in 2014/15:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Completion of funded projects within the Regional Transport Fund

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE1M1 - Completion of funded projects within the Regional Transport Fund	Chief Officer – Transport & Streetscene	3 projects	3 projects	3 projects

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

Achievement will be measured through:

- Condition of the highway's infrastructure
- Road works being completed within agreed timescales
- Minimising the disruption to our road network through reduction in the number of revisits to defective road-works

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
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THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transport & Streetscene	4.3%	6%	6%
Road works being completed within agreed timescales		N/A - new measure	Baseline Year	TBC once baseline established
Number of revisits to defective road-works		N/A - new measure	Baseline Year	TBC once baseline established

3. Improve facilities and routes for pedestrians and cyclists.

Achievement will be measured through:

- Undertake mapping for the Active Travel Bill by March 2015
- Increased usage of the County's cycleways

Achievement Milestones for strategy and action plans:

- Undertake mapping for the Active Travel Bill by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	Chief Officer – Transport & Streetscene	82,500 users	120,000 users	150,000 users

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.

Achievement will be measured through:

- Approval of the Northern Gateway site "masterplan" by April 2014
- Scale of development in the site beginning with the commencement of infrastructure works by July 2014

Achievement Milestones for strategy and action plans:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development in the site beginning with the commencement of infrastructure works by July 2014

5. Develop proposals for coordinated transport across the region.**Achievement will be measured through:**

- Development of the Regional Transport Plan/Local Transport Plan by March 2015
- Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

Achievement Milestones for strategy and action plans:

- Development of the Regional Transport Plan/Local Transport Plan by March 2015
- Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

6. Continuously review the Council’s subsidised bus services to improve access to employment, health, leisure and education.**Achievement will be measured through:**

- Scale and take-up of bus passenger numbers

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
THS/007 - The percentage of adults aged 60 or over who hold a concessionary travel pass	Chief Officer – Transport & Streetscene	80.94%	78%	80%
Number of passengers on Deeside Shuttle		63,500 passengers	64,000 passengers	64,000 passengers

Priority	Sub-Priority	Impact
Environment	Carbon Control and Reduction	Reducing our carbon impact on the natural environment

What we will do in 2014/15:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.

2. Challenge the Council's carbon emissions, through our assets, vehicles and behaviour:-

- investing in renewable energy schemes;
- investing in a more efficient fleet (vehicles);
- improving the efficiency of our street lighting; and
- increasing recycling of the Council's own waste.

Achievement will be measured through:

- Carbon reduction commitment
- Renewable energy and energy retrofit schemes
- Monitoring the fuel consumption of our fleet
- Carbon emissions from Council street lighting
- Recycling performance

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	Chief Officer – Planning &	1.51% (increase in year)	21% cumulative reduction	60% cumulative reduction

	Environment	18.53% (cumulative reduction)		by 2021
Investment in renewal energy schemes		£300k	Between £100k and £200k	TBC subject to budget setting
Monitoring the fuel consumption of our fleet (litres)	Chief Officer – Transport & Streetscene	N/A New Measure	Baseline Year	TBC once baseline established
Reduction in carbon emissions from Council street lighting through installing improved and energy efficient street lighting, signs and bollards.		1.8%	1.75% per annum	2.5% per annum
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.		55.07%	57%	58%

3. Encourage public utilisation of recycling facilities and services.				
Achievement will be measured through:				
<ul style="list-style-type: none"> Improved recycling performance 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.	Chief Officer – Transport & Streetscene	54.47%	67%	75%

4. Encourage residents and employees to use more sustainable forms of transport.

Achievement will be measured through:

- Increased bus passenger numbers and use of cycleways

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Increased bus passenger numbers.	Chief Officer – Transport & Streetscene	N/A New Measure	Baseline Year	TBC once baseline established
IPE1M7 - Number of users on the cycleway networks evidenced through counter data		82,500 users	120,000 users	150,000 users

5. Complete the review and rationalise the Council's assets.

Achievement will be measured through:

- Reduction in the Council's assets portfolio

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE2M11 - Reduce the number of corporate office buildings we own and occupy	Chief Officers – Organisational Change	0	Reduction of 1 building	Reduction of 2 buildings

	Sub-Priority	Impact
Modern & Efficient Council	Organisational Change	Managing services well to achieve our priorities.

What we will do in 2014/15:

Agree an organisational change programme that will:

1. Implement the proposed future operating model for the Council.

Achievement will be measured through:

- Successful transition into the new operating model
- Streamlining the organisation

Achievement Milestones for strategy and action plans:

- Implementation of senior management structure phase 1 operating model on time and on budget by June 2014
- Agreement of senior management phase 2 proposals for implementation throughout 2014-15 by September 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	75%	100%
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m

2. Integrate business units and consider alternative models

Achievement will be measured through:

- Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- Agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from combination of the above

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of mergers/re-alignments achieved in functional areas	Chief Executive	N/A	Between 5 and 8	Between 8 and 10
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5
Overall annual efficiency savings from a combination of the above		N/A	£1.450m	£2.000m

Priority	Sub-Priority	Impact
Modern & Efficient Council	Financial Strategy	Protecting local front-line public services and delivering Council priorities through the best use of our resources

What we will do in 2014/15:

1. Develop a longer term financial plan.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
- The effectiveness of the plan as an aid to strategic decision making
- Producing a sustainable four year plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies by February 2015
- Alignment of specified resources to Council priorities by February 2015
- Producing a sustainable four year plan which meets the funding gap and supports investment needs by February 2015

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Achievement will be measured through:

- Resources being available to fund each priority and reflected in the medium term financial plan

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%

3. Deliver on the four programmes of the organisational change and efficiency programme:

- **Corporate Efficiency:** assets, customer, finance and procurement.
- **Organisational Design:** operating model, functional and structural design, alternative delivery models.
- **Workforce Scaling:** workforce planning, workforce reduction, vacancy management, costs of employment.
- **Functional Efficiency:** value for money in all service and support functions.

Achievement will be measured through:

- Achieving the financial target efficiencies for each of the four programmes set for 2014/15
- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- Agreement of a corporate approach to the setting of fees and charges

Achievement Milestones for strategy and action plans:

- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year by February 2015
- Agreement of a corporate approach to the setting of fees and charges by April 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Chief Officer - People & Resources	N/A – new measure	85%	100%
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.		N/A – new measure	80%	100%
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to		N/A – new measure	15%	0%

bring the outturn within budget.				
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%
Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.		N/A – new measure	15%	0%

Priority	Sub-Priority	Impact
Modern & Efficient Council	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

What we will do in 2014/15:

Implement the People Strategy focusing on:

1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
3. Health and Wellbeing – including development of ‘Flintshire Healthy Workplace’, information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council’s Attendance Management Strategy.
4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours but with no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Achievement Milestones for strategy and action plans:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs (Date TBC)
- Implementation of competency based appraisals by June 2014 and tracking of outcomes including ratings on performance and development requirements

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Chief Officer - People & Resources	10.82 days/shifts	9.6 days/shifts	8.3 days/shifts
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%		TBC	100%	100%
Reduced expenditure for agency / interim workers and consultants		TBC	TBC	TBC
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria		TBC	125-135 employees	135-140 employees
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria		TBC	90% - 95%	95% -100%

Priority	Sub-Priority	Impact
Modern & Efficient Council	Asset Strategy	Having the right buildings in the right places for the right uses

What we will do in 2014/15:

1. Renew the Asset Strategy along-side capital planning.
2. Reduce the number and review the usage of Council property assets.
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.
4. Increase the rate and take up of community asset transfers.

Achievement will be measured through:

- Reducing maintenance and asset costs
- Joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%
EEFLM1 - Carbon Reduction Commitment	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53%	21% (cumulative reduction)	60% cumulative reduction by 2021

		(cumulative reduction)		
Reduction in square meters of occupied office accommodation	Chief Officers – Organisational Change	N/A – new measure	10%	30%
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%
Number of assets transferred to the community		2	2 - 4	8 - 10

Priority	Sub-Priority	Impact
Modern & Efficient Council	Procurement Strategy	Making our money go further through smart procurement

What we will do in 2014/15:

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Achievement will be measured through:

- The scale of the use of the National Procurement Service and the resulting efficiencies
- The scale of the use of regional procurement collaboration and the resulting efficiencies

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer - Governance	£303,000	£250,000	£300,000

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Achievement will be measured through:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations

Achievement Milestones for strategy and action plans:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations by 1 July 2014

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Achievement will be measured through:

- Increasing inclusion of community benefit clauses in contracts

Achievement Milestones for strategy and action plans:

- Establishing a wider range of community benefit clauses to be used when procuring services by October 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Percentage of applicable contracts which include community benefits clauses	Chief Officer - Governance	100%	100%	100%

Priority	Sub-Priority	Impact
Modern & Efficient Council	Access to Council Services	Achieving customer focused, modern and efficient access to council services

What we will do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with an extended range of services and locations.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects
- Range of services provided
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000
Range of services provided		Holywell only = 36	36	36
IPME6M3 - Customer satisfaction rating		Holywell only = 100% <i>based on verbal feedback</i>	90%	90%

2. Review and improve our Customer Service Standards.

Achievement will be measured through:

- Customer satisfaction ratings

Achievement Milestones for strategy and action plans:

- Approval of the revised Customer Service Standards by December 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Achievement will be measured through:

- Number of customers using technology to access Council information and services
- Number of customers using technology to participate in consultation exchanges etc.
- Customer feedback
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer – Community & Enterprise	2,001,881	2,000,000	2,000,000
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%
IPME6M5b - Customer feedback: successfully found what they were looking for *		Not Available	80%	85%
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200
IPME6M7 - No. of enquiries received via the mobile app		393	150	150

* Subject to availability of website take up survey

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'How we measure achievement' Amendments Record Sheet

No.	Priority	Sub-Priority	Measure / Milestone	Change From	Change To	Reason
1a	Living Well	Independent Living	Activity 1 - PSR/009a – The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) for children and young people	2014/15 Target = 270 days	2014/15 Target = 257 days	Target now maintains the same level of performance achieved in 2013/14 which will be very challenging given the decreasing numbers of DFGs but their increasingly complex and costly nature.
1b				Aspirational Target = 237days	Aspirational Target = 231days	Aspirational target now set to achieve top quartile performance.
2a	Living Well	Independent Living	Activity1 - PSR/009b – The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)for adults	2014/15 Target = 250 days	2014/15 Target = 247 days	As 1a above
2b				Aspirational Target = 237days	Aspirational Target = 231days	As 1b above
3	Living Well	Independent Living	Additional milestone under activity 3 - Use whole family approach through the Integrated Family Support Service (IFSS)	N/A	Alignment of Flintshire's policies with those of Wrexham by December 2014	Requested by service. (Also see Appendix 1a)
4	Living Well	Independent Living	Activity 3 - Number of families referred to IFSS (FCC only)	2013/14 Baseline = TBC	2013/14 Baseline = 13	Baseline data now available.
5a	Living Well	Independent Living	Activity 3 - Average "distance travelled" score at 12 month review	2013/14 Baseline = TBC	2013/14 Baseline = 1.4	Baseline data now available.
5b				2014/15 Target = TBC	2014/15 Target = 1.4	Service looking to maintain this good level of performance.
6	Living Well	Independent Living	Activity 4 - SCC/016 – The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	Aspirational Target = 85%	Aspirational Target = 100%	More challenging aspirational target set.

No.	Priority	Sub-Priority	Measure / Milestone	Change From	Change To	Reason
7a	Economy & Enterprise	Social Enterprise	Activity 1 – Establish or assist 5 social enterprises	2014/15 Target = 10 social enterprises	2014/15 Target = 5 social enterprises	More realistic target set for 2014/15 and aspirationally. (Also see Appendix 1a)
7b				Aspirational Target = 11 social enterprises	Aspirational Target = 5 social enterprises	
8a	Safe Communities	Traffic and Road Management	Activity 2 - The percentage of collisions in 'collision cluster sites' investigated and actioned	N/A measure redefined	2014/15 Target = 100%	Measure redefined and new targets set. (Also see Appendix 1a)
8b				N/A revised measure	Aspirational Target = 100%	
9	Environment	Carbon Control and Reduction	Activity 2 – EEFLM1 – Carbon Reduction Commitment – Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	2014/15 Target = 29%	2014/15 Target = 21%	Target should have been 24% not 29%, however a reduction to 21% has been agreed as this is a more realistic level, whilst still challenging.
10a	Modern & Efficient Council	Organisational Change	Activity 1 – Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	2014/15 Target = TBC	2014/15 Target = 75%	Targets now confirmed for 2014/15 and aspirationally.
10b				Aspirational Target = TBC	Aspirational Target = 100%	
11a	Modern & Efficient Council	Organisational Change	Activity 2 – Overall annual efficiency savings from a combination of the above	2014/15 Target = TBC	2014/15 Target = £1.450m	Targets now confirmed for 2014/15 and aspirationally.
11b				Aspirational Target = TBC	Aspirational Target = £2.000m	
12	Modern & Efficient Council	Asset Strategy	Activities 1-4 – EEFLM1 – Carbon Reduction Commitment – Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	2014/15 Target = 29%	2014/15 Target = 21%	As 9 above.
13a	Modern & Efficient Council	Asset Strategy	Activities 1-4 – Reduction in square meters of occupied office accommodation	2014/15 Target = TBC	2014/15 Target = 10%	Targets now confirmed for 2014/15 and aspirationally.
13b				Aspirational Target = TBC	Aspirational Target = 30%	

No.	Priority	Sub-Priority	Measure / Milestone	Change From	Change To	Reason
14a	Modern & Efficient Council	Asset Strategy	Activities 1-4 – Reduction in other operational assets (sqm) excluding schools	2014/15 Target = TBC	2014/15 Target = 2%	Targets now confirmed for 2014/15 and aspirationally.
14b				Aspirational Target = TBC	Aspirational Target = 5%	
15a	Modern & Efficient Council	Access to Council Services	Activity 1 - IPME6M3 - Customer satisfaction rating (Flintshire Connects centres)	2014/15 Target = 80 – 90%	2014/15 Target = 90%	More challenging 2014/15 and aspirational targets set.
15b				Aspirational Target = 80 – 90%	Aspirational Target = 90%	

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **TUESDAY, 24 JUNE 2014**

REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**

SUBJECT: **REVIEW OF POLITICAL BALANCE**

1.00 PURPOSE OF REPORT

1.01 To review the Council's political balance calculations following the by-election resulting in the election of Councillor V Perfect.

2.00 BACKGROUND

2.01 The Local Government & Housing Act 1989 and the Local Government (Committees & Political Groups) Regulations 1990 contain rules to allocate committee places to the political groups in accordance with their strengths on the Council.

2.02 The statutory rules provide that:-

1. There must be no one group committees.
2. Where there is a majority group it is entitled to a majority upon every committee (this does not apply if the largest group does not have an overall majority).
3. The total number of seats allocated to each political group should be (in so far as is practicable) in the same proportion as those groups strengths upon the full Council.
4. Each committee should (so far as it is practicable) have the same proportional division between political groups as is represented upon the full Council.

2.03 On the 22 May 2014 a by-election was held for the Flint Trelawny seat previously held by Trefor Howorth. Councillor V Perfect was elected and joined the Labour Group on the Council increasing its membership to 31 of the 69 current members.

3.00 CONSIDERATIONS

3.01 Attached as Appendix 1 is a table showing the revised calculations leading to the Labour Group having one extra committee place and the Independent Group one less committee place. Appendix 2 shows how this can be achieved with minimal change to the allocations made at the annual meeting on the 20 May 2014. The Labour Group have

gained a seat on Lifelong Learning at the expense of the Liberal Democrat Group. This gives the Labour Group the same number of seats on all the Overview & Scrutiny Committees.

- 3.02 The Independent Group have lost a seat on Social & Health Overview & Scrutiny with the Liberal Democrats gaining a seat.

4.00 RECOMMENDATIONS

- 4.01 The Council is recommended to agree the revision to political balance shown in Appendix 2.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

- 6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

- 8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

- 10.01 With the political Group Leaders and their deputies.

11.00 CONSULTATION UNDERTAKEN

- 11.01 With the political Group Leaders and their deputies.

12.00 APPENDICES

- 12.01 Appendix 1 - Calculations table
Appendix 2 – Political Balance Table

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

None

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POLITICAL BALANCE CALCULATION – JUNE 2014

Group	Calculation	Number of Committee Places Group Entitled To
Labour	$31 \div 69 \times 177 = 79.521728$	79
Independent Alliance	$10 \div 69 \times 177 = 25.65$	26
Conservatives	$8 \div 69 \times 177 = 20.521734$	21
New Independents	$7 \div 69 \times 177 = 17.95$	18
Liberal Democrats	$7 \div 69 \times 177 = 17.95$	18
Independents	$6 \div 69 \times 177 = 15.39$	15

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APPENDIX 2

POLITICAL BALANCE - MAY 2014

OPTION Z

	Labour 31 Members	Independent Alliance 10 Members	Conservatives 8 Members	New Independents 7 Members	Liberal Democrats 7 Members	Independents 6 Members	Total On Committee
Lifelong Learning OSC	7	2	2	2	1	1	15
Housing OSC	7	2	2	2	1	1	15
Corporate Resources OSC	7	2	1	2	2	1	15
Social & Health OSC	7	2	2	1	2	1	15
Environment OSC	7	2	1	2	2	1	15
Community Profile & Partnership OSC	7	3	1	1	2	1	15
Planning	9	3	3	2	2	2	21
Licensing	5	2	1	1	2	1	12
Audit	3	1	1	1	0	1	7
Constitution	9	3	3	2	2	2	21
Democratic	9	3	3	2	2	2	21
Pensions	2	1	1	0	0	1	5
Total to Group	79	26	21	18	18	15	177

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