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Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: ALL MEMBERS OF THE COUNCIL

CS/NG

14 October 2015

Maureen Potter on 01352 702322
maureen.potter@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **FLINTSHIRE COUNTY COUNCIL** will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 20TH OCTOBER, 2015** at **2.00 PM** to consider the following items.

Yours faithfully

Peter Evans
Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES FOR ABSENCE**
- 2 **COUNCIL MINUTES** (Pages 3 - 14)
To confirm as a correct record the minutes of the meeting held on 24 September 2015.
- 3 **DECLARATIONS OF INTEREST**
To receive any declarations of interests from Members.
- 4 **CHAIRMAN'S COMMUNICATIONS**
- 5 **PETITIONS**

- 6 **PUBLIC QUESTION TIME**
- 7 **QUESTIONS**
To note the answers to any questions submitted in accordance with County Council Standing Order No. 9.4(A).
- 8 **NOTICE OF MOTION**
- 9 **ANNUAL PERFORMANCE REPORT** (Pages 15 - 116)
Report of Chief Executive
- 10 **INDEPENDENT COMMISSION ON LOCAL GOVERNMENT FINANCE IN WALES** (Pages 117 - 124)
Report of Chief Executive
- 11 **OVERVIEW & SCRUTINY ANNUAL REPORT** (Pages 125 - 156)
Report of Chief Officer (Governance)
- 12 **NEW MODEL CONSTITUTION** (Pages 157 - 172)
Report of Chief Officer (Governance)
- 13 **PROPOSED CHANGES TO CHIEF OFFICER (PLANNING & ENVIRONMENT) DELEGATED POWERS** (Pages 173 - 192)
Report of Chief Officer (Governance)
- 14 **DRAFT ANNUAL REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES 2016/17** (Pages 193 - 288)
Report of Chief Officer (Governance)

FLINTSHIRE COUNTY COUNCIL **24 SEPTEMBER 2015**

Minutes of the Flintshire County Council held in the Council Chamber, County Hall, Mold on Thursday, 24 September 2015

PRESENT: Councillor Ray Hughes (Chair)

Councillors: Bernie Attridge, Haydn Bateman, Marion Bateman, Amanda Bragg, Helen Brown, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Adele Davies-Cooke, Ian Dunbar, Andy Dunbobbin, Carol Ellis, David Evans, Jim Falshaw, Veronica Gay, Robin Guest, Alison Halford, Ron Hampson, David Healey, Dennis Hutchinson, Hilary Isherwood, Joe Johnson, Rita Johnson, Christine Jones, Richard Jones, Colin Legg, Phil Lightfoot, Brian Lloyd, Richard Lloyd, David Mackie, Hilary McGuill, Billy Mullin, Tim Newhouse, Mike Peers, Vicky Perfect, Neville Phillips, Mike Reece, Gareth Roberts, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Carolyn Thomas, Owen Thomas, David Wisinger and Arnold Woolley

APOLOGIES:

Councillors: Alex Aldridge, Glyn Banks, Chris Bithell, Ron Davies, Chris Dolphin, Rosetta Dolphin, George Hardcastle, Kevin Jones, Mike Lowe, Nancy Matthews, Ian Roberts, Nigel Steele-Mortimer, David Williams and Matt Wright

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Team Manager – Committee Services

The Chair welcomed Mr John Herniman and Ms Michelle Phoenix from the Wales Audit Office (WAO) to the meeting. He also gave a warm welcome to Councillor Billy Mullin who had returned following illness. Councillor Mullin thanked all colleagues for their help and support during his time of ill health

39. PRESENTATION

The Chairman welcomed two teams to the meeting, both of which had recently received national recognition in the field of Social Care.

Gail Bennett from Flintshire County Council, Rachel Roberts from Ysgol Merllyn accompanied by parents Sarah Cullen, Beth Jones and Jo Crane represented the Family Support Service and partnership and were overall winners of the 'Better Outcomes through Working Together' category of the 2015 Social Care Accolades. With an ethos of 'think family' the initiative fought off tough competition and the judges were particularly impressed with the strong relationships built between the school, parents and social services.

Annie Donovan and Wendy Jones-Booth from The Kim Inspire Project were awarded the special 10th Anniversary Award at the 2015 Social Care Accolades. Offering support to people struggling with poor mental health the judges were impressed by the projects client led approach and the evidence of its continuing growth and its positive impact.

Councillor Christine Jones, Cabinet Member for Social Services said she was delighted to add her congratulations to both groups in their achievements, both of which attracted many applicants.

40. COUNCIL MINUTES

The minutes of the meeting held on 23 July 2015 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chair.

41. DECLARATIONS OF INTEREST

None were received.

42. CHAIR'S COMMUNICATIONS

A copy of the Chair's communications had been circulated to all Members prior to the meeting. The Chair paid tribute to his wife Gwenda and grandson Keiron who had taken part in the Zip Wire Velocity Challenge in Bangor on 6 September 2015. The challenge had raised in excess of £1,700 for his chosen charities and he thanked everybody for their support and sponsorships.

43. PETITIONS

The Chief Officer (Governance) confirmed that none had been received.

44. PUBIC QUESTION TIME

The Chief Officer (Governance) confirmed that none had been received.

45. QUESTIONS

The Chief Officer (Governance) confirmed that none had been received.

46. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chief Officer (Governance) confirmed that none had been received.

47. NOTICE OF MOTION

The Chief Officer (Governance) confirmed that none had been received.

48. MEDIUM TERM FINANCIAL STRATEGY

The Chief Executive introduced Part II of the Medium Term Financial Strategy for the three year period 2015-2018. This was the most significant

strategy the Council would be presented with and cross chamber support for early engagement with Welsh Government (WG) for some relief was sought.

A detailed presentation was delivered which covered the following areas:

- Our journey thus far
- What do the next three years look like?
- An efficient and innovative Council
- Council annual efficiency targets 2008/09-2015/16
- A low funded Council
- Our three part strategy
- Business plan efficiency targets 2015/16-2017/18
- Corporate finance efficiency proposals 2015/16
- Funding pressures for support and relief
- Balancing ambition and risk
- Recommendations
- What next?

Part I of the Strategy had been published earlier in the summer and provided a forecast of the resources which were likely to be available to the Council for the three year period, including the pressures on those resources.

Part II set out how the Council could manage a significant reduction in resources in a period of major reductions in national funding for local government, whilst seeking to protect local public services and retaining its position as a well governed and high performing local authority in Wales. This was titled *Meeting the Financial Challenge*.

Meeting the Financial Challenge detailed the £52.8m of budget reductions required over three years and explored how Flintshire was funded and performed compared to the rest of the local government sector in Wales. The funding strategy to meet the unprecedented financial challenge was set out in three parts:

Funding Strategy Part 1: Service

Funding Strategy Part 2: Corporate Financial Stewardship

Funding Strategy Part 3: Working with Welsh Government

The strategy concentrated on how to meet the gap in 2016-17 of £20.8M and again in 2017-18 of £13.7m.

The Chief Executive explained the importance of Flintshire being able to demonstrate that it was an efficient Council before WG would enter into discussions. If WG did not provide support with flexibilities and some relief then the Council would have to turn to options for much deeper funding cuts which neither it nor the public would find acceptable.

The Chartered Institute of Public Finance and Accountancy (CIPFA) had been engaged to provide an independent view on the case for Flintshire. CIPFA tested the presumption that Flintshire was a 'low funded council in Wales with less flexibility and capability to find sufficient efficiencies under the current funding system and formula'. The report of CIPFA concluded that:

- Flintshire was a low spending authority on both Social Care and Education
- Flintshire achieved a relatively high level of performance on both of these services despite the low level of expenditure
- Flintshire spent at an above average level on highways
- Flintshire achieved the highest level of performance in Wales on the performance measure of roads in poor condition

The analysis demonstrated that Flintshire was a low funded and high performing Council in its two principal service areas and was both a higher spending and a higher performer than the average in highways. With a relatively low resource base there were few opportunities left for bridging the funding 'gap' through local innovation, without resorting to further and deeper service reforms, cuts and even closures of a scale unprecedented in North East Wales. If the Council was exposed to budget cuts of a scale which it could not manage through existing plans and strategies, many services would no longer be able to be protected and these included schools budgets, day care services, residential care homes, roads maintenance, local bus services and leisure centres.

There were five areas, listed below, where it was felt there was a legitimate case for WG to come to the support of the Council to fund cost pressures which had either been passed on to the Council through national decisions or meet its own critical social policy priorities. They were:

1. Extension of the Welfare State
2. Public Sector Employment
3. Health and Social Care as a Single System Needing Full Funding
4. Educational Entitlement and Attainment
5. Financial Freedom to Recover Costs to Make Services Sustainable

It was acknowledged that the WG itself was facing financial pressures but funding was available and it was about making choices. The list of services outlined in the document that would be exposed to major cuts if the strategy did not receive universal support was outlined in section 5 of the document and that list was not exhaustive.

It was important to balance risk and ambition with the outcome being to set a balanced budget. Was Flintshire to manage decline or support and serve its communities?

Early engagement with WG was strongly recommended with cross-council support.

Councillor Aaron Shotton thanked the Chief Executive for the presentation and also the Members who had attended the earlier workshops on the MTFs. Meetings would be held with Group Leaders to build a coalition of support to work with WG for which he sought endorsement from all colleagues.

He commented on the services that would be exposed to cuts should help not be received and these were listed on page 22 of the MTFs Part 2 publication. These were services that the residents of Flintshire held dear to them but the scale of the cuts for the following year would result in those services being vulnerable.

He stressed the importance of Members working together to combat and resist the austerity measures it faced on behalf of the tax payers of Flintshire, seeking support for a positive discussion to take place with WG to mitigate those cuts. As Deputy Leader of the WLGA he needed to be able to demonstrate a coalition support from the Chamber with a unified voice moving forward.

Councillor Peers said it was important to be honest with the public and explain that the potential cuts to the services outlined in the MTFs was as a result of cuts in funding from WG and the only way those cuts could be prevented was with the help of WG. He asked where in the strategy it gave an alternative to being in a position to recommend a balanced budget if help was not received from WG.

The Chief Executive said that in setting Part 3 of the MTFs, it was explained that the use of reserves was not a solution as the funds were not recurring. They were also at a low level. The only alternative was by extending the list of services which would be exposed to cuts or to significantly increase income.

Councillor Ellis, as Chair of the Social and Health Care Overview and Scrutiny Committee, spoke on behalf of that Committee asking all Members to listen to their concerns. The Committee was worried that should help not be received from WG then statutory functions would not be able to be provided. She provided details of the loss of services to date, including 220 community beds with the onus falling on Social Services. The NHS was receiving an additional £40m but Social Services was picking up the burden from their reductions. There was an increase in the elderly population and those with dementia and WG needed to be aware of those pressures faced by local authorities. She sought from all Members for the recommendations.

Councillor Carver felt the biggest problem was workforce pressures and referred to the exit packages that had been paid to employees who had left the authority. He also commented on the provision of funds by WG to freeze council tax but this was not passed on to residents.

Councillor Carver also referred to figures that he had requested in July on what it would cost the authority to provide statutory services only. He was still awaiting this information.

In response to the comment on workforce pressures, the Chief Executive said a full explanation was provided in Part 1 of the MTFs. The cost per head of those leaving local government was the lowest figure across the public sector. These departure costs were significant one off costs in return for ongoing budget efficiencies. On council tax, he advised that no funds were passported to Flintshire to protect against council tax rises. On the figures requested by Councillor Carver in July, this was a complex piece of work and the figures were still being collated. When the information was finalised it would be provided to all Members.

Councillor Richard Jones said the Labour group was seeking cross chamber support for something that was a Labour issue as WG was Labour run and therefore it was a Labour problem. He felt that savings were being cherry picked and gave examples of the closure of household recycling centres where he felt the liability had been passed to Town or Community Councils and the charges for assisted collections which would impact on the most vulnerable, questioning the amount it would actually save.

The Chief Executive said some of the service figures referred to by Councillor Richard Jones were estimated but they were not inaccurate. The Council had not previously had three year business planning with the level of detail on efficiencies that was now being provided to Members and at such an early stage of annual budget planning.

Councillor Curtis spoke of the unpalatable cuts that the authority may need to make and said that support of the request for assistance from WG was something that all Councillors should do on behalf of every resident in Flintshire.

Councillor Butler spoke in support of the recommendations concurring with Councillors Aaron Shotton and Curtis that the proposals were with the aim of doing the best for the people of Flintshire.

Councillor Woolley spoke against the recommendation and questioned the reasons why such austerity was being faced.

Councillor Carolyn Thomas asked, on the list of services outlined in the MTFS, would cuts would be made to statutory services. She also asked for clarification that the reason for the budget cuts was not due to immigration.

The Chief Executive explained that the list outlined in the document was not exhaustive but they were the likely areas to be impacted on initially. On immigration, there was no local evidence to show that it was having any more of a financial impact than any other year.

Councillor Halford said that authority had been let down by officers who had approved pay offs of vast sums of money and not done their job. She made reference to money spent on backfilling vacancies at a time when permanent staff were suspended and costs against the authority following a recent investigation.

Councillor Aaron Shotton said the remarks made by Councillor Halford were scurrilous and crossed a line.

Councillor Gareth Roberts spoke about spending to Standard Spending Assessment (SSA) saying it was difficult to keep the level of council tax down and maintain or increase services. He suggested that WG could feel that Flintshire County Council did not require the level of funding it was seeking as it was not spending to SSA.

Councillor Legg expressed his disappointment that those who were less likely to be able to help themselves would most likely be the ones affected by the cuts imposed by WG.

Councillor McGuill said WG had to work with the authority but they had not demonstrated this in the last 12 months.

In summing up, Councillor Aaron Shotton said the forthcoming WG elections should be used to the Authority's advantage and added that the Labour group of Flintshire County Council was not WG. He felt there was cross chamber criticism of WG and regardless of political persuasion Members should vote for the recommendations for the benefit of the residents of Flintshire which they would expect. There were difficult questions to be asked of WG but they would be done so with diplomacy and negotiation. He reiterated that the recommendation sought approval for a discussion to take place with WG.

He added that he did not agree with all proposals of the WG and reminded Members about the success of the recent ballot against transferring housing stock. He appealed to Group Leaders to support the recommendations thus standing up for Flintshire.

The Chief Executive concluded that the best strategy for the authority was to engage with WG. The list in the MTFs was not prioritised as the Authority did not want to see any of the services adversely affected. He added that all Members would support elements of the Strategy, such as parity of treatment in the funding of social care, and having the flexibility to make decisions and if they did, they should support the recommendations.

Councillor Attridge requested a recorded vote and was supported by the requisite nine other Members. On being put to the vote the recommendations were carried.

For the proposal:

Councillors: Bernie Attridge, Haydn Bateman, Marion Bateman, Helen Brown, Derek Butler, David Cox, Paul Cunningham, Ian Dunbar, Andy Dunbobbin, Carol Ellis, David Evans, Ron Hampson, David Healey, Joe Johnson, Rita Johnson, Christine Jones, Colin Legg, Phil Lightfoot, Brian Lloyd, Richard Lloyd, Billy Mullin, Tim Newhouse, Vicky Perfect, Mike Reece, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Carolyn Thomas and David Wisinger

Against the proposal:

Councillors: Clive Carver, Adele Davies-Cooke, Jim Falshaw, Veronica Gay, Robin Guest, Alison Halford, Hilary Isherwood, Richard Jones, Dave Mackie, Hilary McGuill, Mike Peers, Neville Phillips, Gareth Roberts, Owen Thomas and Arnold Woolley

Abstention:

Councillor Amanda Bragg

RESOLVED:

- (a) That the second and concluding part of the Medium Term Financial Strategy (MTFS) titled *Meeting the Financial Challenge* be adopted for consultation and development as the first step towards setting balanced budgets for 2016-17 and 2017-18;
- (b) That specific proposals set out by Cabinet for service reform, corporate financing options, and national support and relief be subject to detailed consultation and development; and
- (c) That there is early engagement with Welsh Government (WG) with the support and involvement of the Welsh Local Government Association (WLGA) as the representative body, on the case for national support and relief as set out in *Meeting the Financial Challenge*.

49. STATEMENT OF ACCOUNTS 2014/15

The Chief Executive invited Councillor Newhouse, as Chair of Audit Committee, to introduce the Statement of Accounts.

Councillor Newhouse moved approval of the Statement of Accounts which was seconded by Councillor Attridge. He explained that the Statement of Accounts had been reported to the Audit Committee that morning with the three recommendations in the Audit Committee report being supported by the Wales Audit Office (WAO). Following consideration of the item, an additional two recommendations were approved by the Audit Committee, copies of which had been distributed prior to the meeting along with a revised set of recommendations for County Council.

The Corporate Finance Manager explained that an additional briefing note had been provided prior to the County Council meeting which had also been emailed to Members the previous day. The briefing note included information on changes to the accounts since publication of the agenda and additional background information to any significant changes. As the Corporate Finance Manager and Section 151 Officer it was his unqualified opinion that nothing had been omitted from the report.

Mr John Herniman of WAO acknowledged the complex work involved in the production of the accounts. All of the issues that had been raised had been addressed however there were two minor areas outstanding and it was anticipated they would be resolved by 30 September 2015. On that basis he would be able to offer an unqualified opinion by that date.

He commented on the bank reconciliation which had not been prepared correctly but added that this could be easily rectified. Also, the Council had not complied with the Code in respect of a change in accounting policy on foundation schools as it had applied the change from 31 March 2014 rather than 1 April 2013. This was not material to the accounts.

Some weaknesses had been identified in the strength of the Council's internal controls relating to the processing of payroll but he was confident these too could be easily resolved. Regular updates would be reported to the Audit Committee.

The Chief Executive explained that the same issues would not be faced the following year as they were due to transitional arrangements. In addition, an officer working group would be established to look at the accounting processes as recommended to the Audit Committee.

Councillor Halford said he had voted against the Statement of Accounts at Audit Committee. She did not agree with officers and expressed her disappointment that at the Audit Committee on 15 July 2015 when the draft Statement of Accounts was considered there was nobody present from the Wales Audit Office who was known to the Committee. She commented on the absence of three Labour Members of the Committee at the meeting that morning, all of which had substitutes in their place. She felt there were issues contained in the Statement of Accounts that had not been reconciled and said she wanted to ensure that the authority did not get into further financial difficulty.

The Corporate Finance Manager said the final piece of work by the WAO was pending and all issues in the report had been corrected.

Following a question from Councillor Peers, Mr Herniman advised that the key changes were outlined in appendix 3 to the report and reiterated the comment by the Corporate Finance Manager that any issues that had been identified as requiring correction had been undertaken or taken on board. On moving forward, the priority was to look back at the previous year to see what could be improved. A commitment had been given to the Audit Committee that a progress report would be submitted to the meeting in January 2016 with those details.

Councillor Carver asked for details on the Members' expenses listed in the Accounts of £68k and also which Member received an allowance of £60,000 - £64,999. He also asked which two officers who had exited the Authority had been in the exit package cost band of £200,001 – £250,000. The Corporate Finance Manager did not have the level of detail on the questions relating to Members and in response to the question on officers, the Chief Executive said that information could be provided to Councillor Carver outside of the meeting. He added that the costs shown in the accounts would include pensions.

In responding to Councillor Halford, Councillor Attridge explained that seven of the eight members of the Audit Committee did vote in support of the recommendations for the accounts to be approved. In relation to the substitutes made by the Labour group, these were for legitimate reasons and he added that Councillor Ian Dunbar had permanently replaced Councillor Diskin on that Committee.

Councillor Aaron Shotton thanked the officers involved for preparing the Statement of Accounts who had been under significant pressure over recent weeks.

On being put to the vote, the revised recommendations following the meeting of the Audit Committee that morning were carried.

RESOLVED:

- (a) That Council is assured by the proposed establishment of an officer working group and the resolution of the Audit Committee to review the findings of that group;
- (b) That Council approves the Statement of Accounts 2014/15 (including the amendments and corrections circulated by the Section 151 Officer) and delegates authority to the Section 151 Officer (in consultation with the Chair of the Council) to make any minor changes to the statement prior to signature;
- (c) That Council approves the Letter of Representation – Flintshire County Council, and the Letter of Representation – Clwyd Pension Fund;
- (d) That Council approves the Reserves and Balances Protocol; and
- (e) That Council approves the Annual Governance Statement included within the Statement of Accounts

50. SUPPLEMENTARY FINANCIAL INFORMATION TO STATEMENT OF ACCOUNTS 2014/15

The Corporate Finance Manager introduced the supplementary financial information which accompanied the Statement of Accounts 2014/15.

Councillor Peers asked for clarification on the figure of £139,150 in the appendix to the report which related to the post of Principal Accountant (Waste). The Chief Executive explained that the employee had transferred into the authority and under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations they were subject to different rights. Payment could have been higher had the request to meet the contractual agreement been made.

Councillor Attridge moved approval of the report which was duly seconded.

RESOLVED:

That the report be noted.

51. TREASURY MANAGEMENT ANNUAL REPORT 2014/15

The Corporate Finance Manager presented the Annual Treasury Management Report for 2014/15.

Councillor Mullin moved approval of the report and thanked the Corporate Finance Manager and his team for the work undertaken. This was duly seconded.

RESOLVED:

That the Annual Treasury Management Report for 2014/15 be approved.

52. CONSULTATION ON ELECTORAL REVIEWS FOR MERGED AUTHORITIES

The Chief Executive introduced the report which sought approval of a Council response to the Welsh Government (WG) consultation on electoral arrangements for merged authorities.

The report provided information on key issues including the total number of Councillors for each merged authority and benchmark Councillor:elector ratios. The closing date for responses was 9 November 2015.

The consultation questions were attached as appendix 1 to the report and attached at appendix 2 were initial guiding comments provided by the Welsh Local Government Association (WLGA). The Chief Executive suggested that the Council base its response on the resolutions it had passed on similar consultations and Boundary Commission led boundary reviews in the past.

Councillor Phillips asked for clarification as to how elections were funded and the Chief Executive explained that this was via national government for all elections except local elections. The latter were funded by the principal and town and community councils.

RESOLVED:

That delegated authority be given to the Chief Executive and Leader to respond to the consultation paper.

53. SYRIAN AND NEAR/MIDDLE EASTERN REFUGEE CRISIS

The Chief Executive provided a verbal update and explained that a summit meeting had taken place the previous Thursday which was chaired by the First Minister Carwen Jones.

At that meeting a commitment had been given from across Wales that resources would be shared for up to five years to provide relief to the refugees who were on a temporary licence.

Wales would be due to receive approximately 8% of dispersed refugees. Local planning was underway on housing and support services in readiness.

Councillor McGuill said Welsh Government (WG) should make more speedy progress as people's lives were at risk.

Councillor Aaron Shotton said it was a humanitarian crisis and Flintshire was one of the first local authorities to respond. It was important to also provide help to local groups who were helping to support to the refugees.

RESOLVED:

That the verbal update be received.

54. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press present.

(The meeting started at 2.00pm and ended at 5.06pm)

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Chair



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 20 October 2015
Report Subject	Annual Performance Report 2014/15
Report Author	Chief Executive

EXECUTIVE SUMMARY

The Annual Performance Report for 2014/15 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2014/15.

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

Performance against the Improvement Plan measures was also positive with 64% achieving or exceeding target and 59% showing improved performance on that achieved in 2013/14.

Comparison nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) revealed 46% of indicators achieved or exceeded target and 63% showed improved or sustained performance. Our performance was better than the Welsh average in 62% of indicators and we ranked in the top three for 20%.

RECOMMENDATION

1	To adopt the 2014/15 Annual Performance Report as recommended by Cabinet.
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REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	The Annual Performance Report (the report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2014/15. This sets out the strategy and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	<p>The Annual Performance Report for 2014/15 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2014/15. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through:</p> <ul style="list-style-type: none">• Progress against key actions and projects• Progress against identified risks and challenges• Performance indicator outturns (target and trend analysis)• Regulatory, audit and inspection activity
1.05	<p><u>Progress against Key Activities</u></p> <p>Overall good progress has been made against the 2014/15 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none">• We are making good progress in 63% (50).• We are making satisfactory progress in 34% (27).• We are making limited progress in 2% (2). <p>Outcome:</p> <ul style="list-style-type: none">• We have a high level of confidence in the achievement of 79% (62).• We have a medium level of confidence in the achievement of 20% (16).• We have a low level of confidence in the achievement of 1% (1).

1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 79 strategic risks identified in the Improvement Plan is as follows:</p> <ul style="list-style-type: none"> • 47% (37) are low • 52% (41) are medium • 1% (1) is high
1.07	<p><u>Performance Indicator Outturns</u></p> <p>The report summaries our performance against the Improvement Plan measures and also nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).</p> <p>Improvement Plan Measures</p> <p>Assessment of actual performance against target:</p> <ul style="list-style-type: none"> • 64% (75) achieved or exceeded target • 28% (33) missed target but within an acceptable margin • 8% (10) significantly missed target <p>Assessment of actual performance compared with the previous year's performance (trend):</p> <ul style="list-style-type: none"> • 59% (59) Improved • 11% (11) Maintained the same level of performance • 30% (30) Downturned <p>NSIs and PAMs</p> <p>Good performance was achieved nationally; 46% (18) of NSIs and PAMs achieved or exceeded target and 63% (29) improved or maintained the same level of performance on that achieved in the previous year. In addition, in 62% (28) we achieved performance that was better than the Welsh average (median). This represents an improvement on 2013/14, where our performance was better than the median in 52% of indicators.</p> <p>For 2014/15, we were the 'top' performer in 13% (6) of indicators and ranked in the top three for 20% (9).</p>
1.08	<p>The Local Government Performance Bulletin for 2014/15 was published 2nd September 2015 by the Local Government Data Unit (link to bulletin). Analysis of the bulletin has been undertaken and Chief Officers have prepared responses to the findings.</p>
1.09	<p><u>Regulation, Audit and Inspection Activity</u></p> <p>The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in March 2015 for Flintshire included the findings and recommendations from the Corporate Assessment.</p> <p>Overall the Auditor General concluded that:</p>

	<i>“The Council’s track record suggests that it is likely to respond positively to the internal and external challenges it faces and make arrangements to secure continuous improvement for 2015-16.”</i>
1.10	The statutory requirements of the Measure are met through a concentration on the Council’s Improvement Priorities.
1.11	The report will be available via the Council’s website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as ‘hyperlinked’ documents. A summary of the report will be included within the emagazine ‘Your Council’.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications within this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Annual Performance Report was endorsed by Cabinet 13 October 2015.
3.02	<p>Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.</p> <p>A report on the full year’s progress against the Improvement Plan 2014/15 was presented to Cabinet in June 2015.</p> <p>Audit Committee received a report detailing the year end risk assessment in June 2015.</p>

4.00	RISK MANAGEMENT
4.01	An assessment of the risks identified in the Improvement Plan for 2014/15 has been made within the Annual Performance Report.

5.00	APPENDICES
5.01	<p>Appendix 1 – Annual Performance Report 2014/15</p> <p>Appendices to the Annual Performance Report: Appendix A – Improvement Plan Risk Summary Appendix B – Improvement Plan Measures Data Table Appendix C – NSI and PAM Data Table Appendix D – Table of Collaborative Activity Appendix E - Glossary</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Improvement Plan 2014/15 Contact Officer: Vicki Robarts Performance Team Leader Telephone: 01352 701457 E-mail: vicki.c.robarts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Annual Performance Report: accounts for the organisation's previous year's performance against its Improvement Priorities. It must be published by 31st October each year.
7.02	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.03	Local Government (Wales) Measure (2009): A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes.
7.04	National Strategic Indicators (NSIs): set by Welsh Government, these performance indicators are used to measure the performance of local authorities at a national level, focusing on key strategic priorities.
7.05	Public Accountability Measures (PAMs): a set of "outcome focussed" performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc.
7.06	Performance Indicator (PI): a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.
7.07	PI Outturn: the actual performance achieved for a performance indicator.
7.08	PI Target Analysis: comparison of actual performance compared with the target.
7.09	PI Trend Analysis: comparison of actual performance for the year with the previous year(s) performance.
7.10	Improvement Plan Measures: the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan.
7.11	Wales Audit Office (WAO): works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.

7.12	Audit General for Wales: Appointed by the Queen and independent of government the Auditor General for Wales is the statutory external auditor of most of the Welsh public sector.
7.13	Annual Improvement Report (AIR): is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council's delivery and evaluation of services and it's planning of improvement for the coming year.
7.14	Corporate Assessment: WAO's assessment of the Council's arrangements that enable progress and transformation, and that support continuous improvement and good performance.

Draft Annual Performance Report 2014/15



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Introduction

The annual performance report gives an overview of the performance of the Council during 2014/15 against the priorities we set.

The report covers: -

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

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

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government policy objectives, e.g. housing and education, and are not locally set alone.

The priorities have been shaped by Councillors across the Cabinet and Overview and Scrutiny functions and provide continuity for past, present and future performance against which the Council can be judged. This level of engagement led to widespread ownership of the priorities for further planning. The Improvement Objectives for 2014/15 were adopted within the Improvement Plan 2014/15 as the set of Council Priorities by Cabinet and County Council in June 2014. The Improvement Priorities of the previous year had been reviewed and challenged to streamline and reset them for 2014/15.

This revised set of eight priorities supported by a structure of sub-priorities (seen overleaf in table 1), helped the Council to focus and concentrate on the things where attention was needed during 2014/15. The remaining priorities have been managed as more routine performance management.

The Council acts as a representative democratic body and can set its democratic priorities based on the evidence it has gathered from these and other sources. As a Council our Members are in touch with local views through: -

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

Table 1: Improvement Priorities 2014/15

Priority	Sub - Priority	Planned Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home
	Modern and Efficient and Adapted Homes	Improving the choice and quality of local housing
	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing
Living Well	Independent Living	Improving people's quality of life
	Integrated Community Social and Health Services	Enabling more people to live independently and well at home
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy
	Town and Rural Regeneration	Making local communities viable
	Social Enterprise	Supporting and creating new forms of local business
Skills and Learning	Modern and High Performing Education	Improving learning provision to get better learner outcomes
	Apprenticeship and Training	Meeting the skills and employment needs of local employers
Safe Communities	Community Safety	Keep people and communities safe
	Traffic and Road Management	Improving road safety
Poverty	Welfare Reform	Protecting people from poverty
	Fuel Poverty	
Environment	Transport Infrastructure and services	People being able to access employment, local services and facilities
	Carbon Control and Reduction	Reducing our carbon impact on the natural environment
Modern and Efficient Council	Organisational Change	Managing services well to achieve our priorities
	Financial Strategy	Protecting local front-line public services through the best use of our resources
	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation
	Asset Strategy	Having the right buildings in the right places for the right uses
	Procurement Strategy	Making our money go further through smart procurement
	Access to Council Services	Achieving customer focused, modern and efficient access to council services

The colours used within this table are reflected throughout the document.

Consultation

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

During the year April 2014 to March 2015 Council services have undertaken a range of consultations with impacted stakeholders. Examples of these are:

- The Big Budget Conversation (August / September 2014)
- Learning Disability Work Services (August / September 2014)
- 2015/16 Budget Proposals (December 2014 / January 2015)
- Customer Services Policy (February / March 2015)
- Draft Car Parking Strategy (March 2015)
- Public Consultation on Library Proposals (April 2015)
- In House Supported Living Move On Consultation (May / June 2015)
- Extra Care Consultation (May / June 2015)
- School Modernisation Consultations (June / July 2015)

Prompted by huge cuts to the Council budget the first step of a public consultation commenced on 18th August 2014 to find out peoples' views on local council services and how they should be protected ([Big Budget Conversation](#)). The consultation was predominantly undertaken utilising the Council's Website, its new e-magazine Your Council / Eich Cyngor and Twitter @FlintshireCC. It set the scene of the severity of the situation and people were asked whether they would support some of the choices the Council will need to make in the future. The outcomes of the consultation were published on the Council's website and in its e-magazine.

As a result of a significant reduction in Government grant support and to meet its legal obligation to balance its budget, the Council published its 2015-16 Budget proposals on the 18th December 2014 and invited public feedback over a four week period. The public feedback collected was presented to the Council's Overview and Scrutiny Committees (O&SC) in January for debate. The feedback summary report is available [here](#).

Section 1

Assessment of our Performance against Improvement Priorities for 2014/15

For 2014/15 the Council had eight Improvement Priorities as detailed in its Improvement Plan. The first seven priorities were about public services and the final priority was about the corporate organisation as a 'social business'.

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

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

Table 2: Summary of 2014/15 Priority Performance

Priority / Sub-priority	Progress	Outcome
Housing	Good	High
• Extra Care Housing	Good	High
• Modern, Efficient and Adapted Homes	Satisfactory	High
• Achieve the Wales Housing Quality Standard	Good	High
Living Well	Good	High
• Independent Living	Good	High
• Integrated Community Social and Health Services	Good	Medium
Economy and Enterprise	Good	High
• Business Sector Growth in Deeside	Satisfactory	Medium
• Town and Rural Regeneration	Good	High
• Social Enterprise	Good	High
Skills and Learning	Satisfactory	High
• Modernised and High Performing Education	Satisfactory	High
• Apprenticeships and Training	Satisfactory	High
Safe Communities	Good	High
• Community Safety	Good	High
• Traffic and Road Management	Good	High

Poverty	Good	High
• Welfare Reform	Good	High
• Fuel Poverty	Good	High
Environment	Good	High
• Transport Infrastructure and Services	Good	High
• Carbon Control and Reduction	Good	High
Modern and Efficient Council	Good	Medium
• Organisational Change	Good	Medium
• Financial Strategy	Satisfactory	Medium
• People Change and Development	Good	High
• Asset Strategy	Good	High
• Procurement Strategy	Good	High
• Access to Council Services	Satisfactory	Medium

Section 2 of this report (page 14) gives more detailed “progress” and confidence in “outcome” assessment for each of the 22 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

Summary Progress Assessment

Within each of the sub-priorities were a number of high level activities. A summary of our overall progress against the 79 high level activities is provided as follows: -

PROGRESS

- We are making good (green) progress in 50 (63%).
- We are making satisfactory (amber) progress in 27 (34%).
- We are making limited progress (red) in 2 (2%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 62 (79%).
- We have a medium (amber) level of confidence in the achievement of 16 (20%).
- We have a low (red) level of confidence in the achievement of 1 (1%).

Risk Management

The Council adopted the Improvement Plan for 2014/15 in June 2014. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 79 strategic risks identified in the Improvement Plan is as follows: -

- 37 (47%) are low (green)
- 41 (52%) are medium (amber)
- 1 (1%) is high (red)

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

- 20 (25%) of risks had reduced
- 50 (63%) of risks remained the same
- 9 (12%) of risks had increased

A summary table of the risks at year end 2014/15 is shown at Appendix A1.

One risk was assessed as high level (red) at year end - **Programme delivery capacity for the 21st Century Schools Programme (Sub-priority: Modernised and High Performing Education)**

Whilst still assessed as a high risk, the risk is decreasing. Meetings continue with officials of Welsh Government to further explore the effects and opportunities of potential changes to the Band A programme to create a more efficient use of resources available. The project coordinator post has been filled and following Welsh Government's Gateway Review, two Project Officers have been appointed to assist with the 21st Century Programme/School Modernisation.

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and Local Government Data Unit released all Authorities 2014/15 performance data (National Strategic Indicators and Public Accountability Measures) on 2nd September 2015. This was accompanied by an overview of national trends as in previous years. The [National Performance Bulletin](#) is a supporting document to this report.

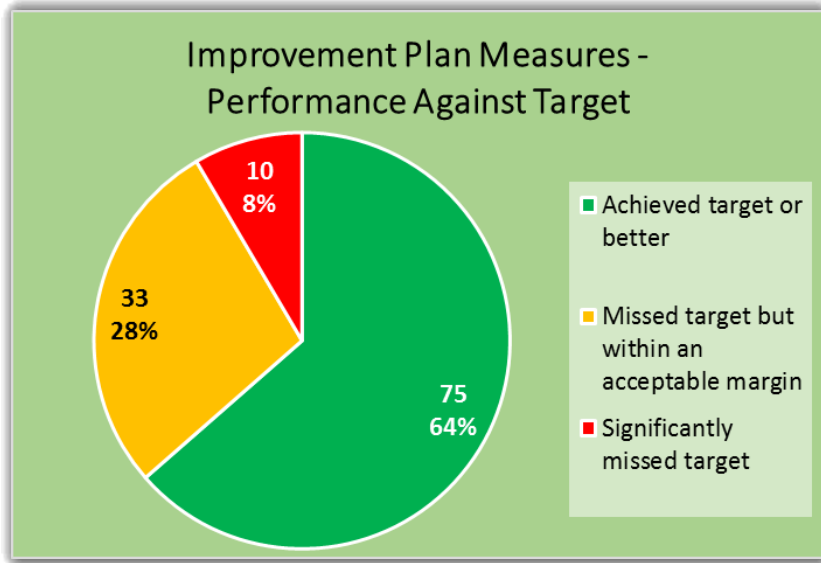
So, have we improved in 2014/15? Flintshire's Performance Summary

Improving Our Performance

Performance for 2014/15 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Appendix B1). Where appropriate this table makes reference to the trend of these indicators as applicable. It should be noted that to compare trends in performance data over time the performance indicator itself needs to be consistent and two successive years of data need to be available.

Analysis of year end levels of performance identified: -

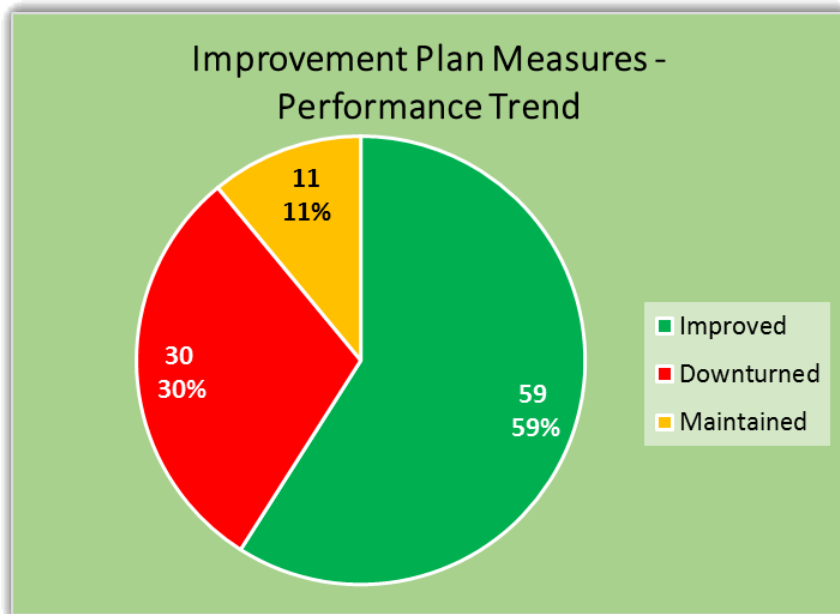
Chart 1: Performance against target for our Improvement Plan measures



Appendix B2 is a list of those performance indicators measures which show a red RAG status at year end along with the issues that led to the poorer performance.

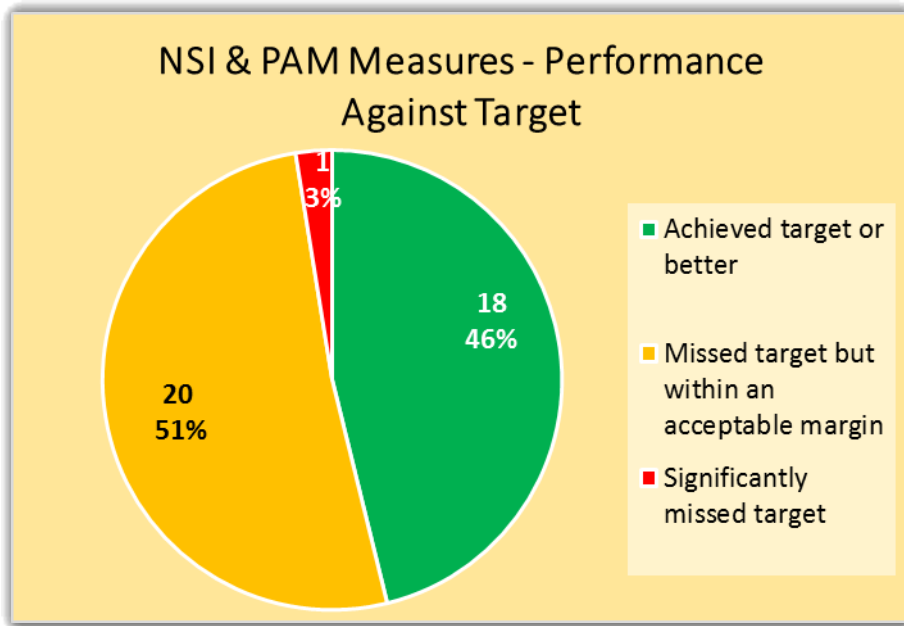
Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken, this revealed: -

Chart 2: Performance trend for our Improvement Plan measures



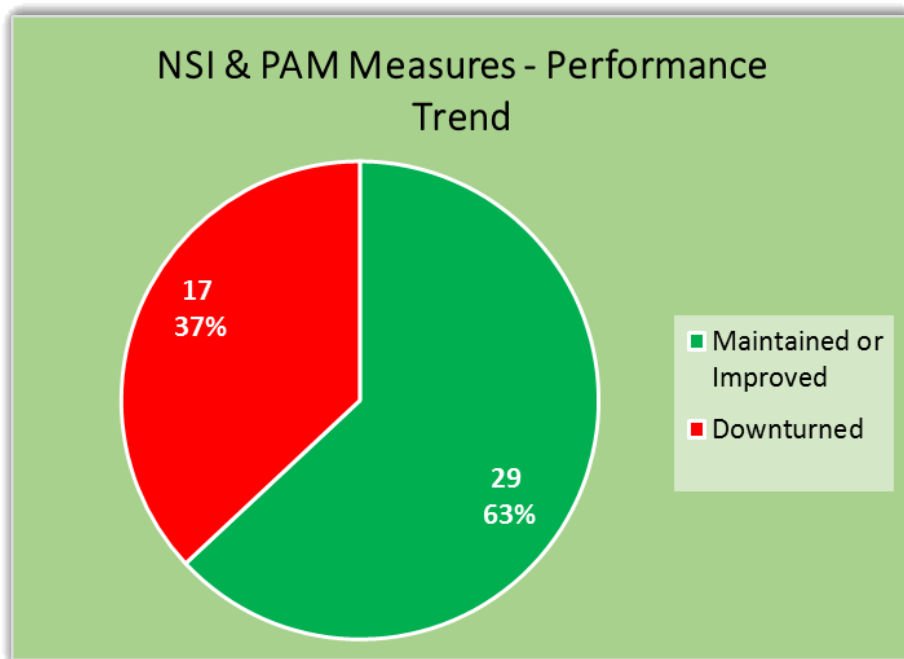
Appendix C is a single outturn performance indicator table which shows Flintshire's performance in the national statutory measures; National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) indicators. This can be summarised as follows:

Chart 3: Performance against target for the national statutory measures



Analysis has also been undertaken which examines the number of indicators for which performance had improved/maintained or downturned. This showed: -

Chart 4: Performance trend for the national statutory measures

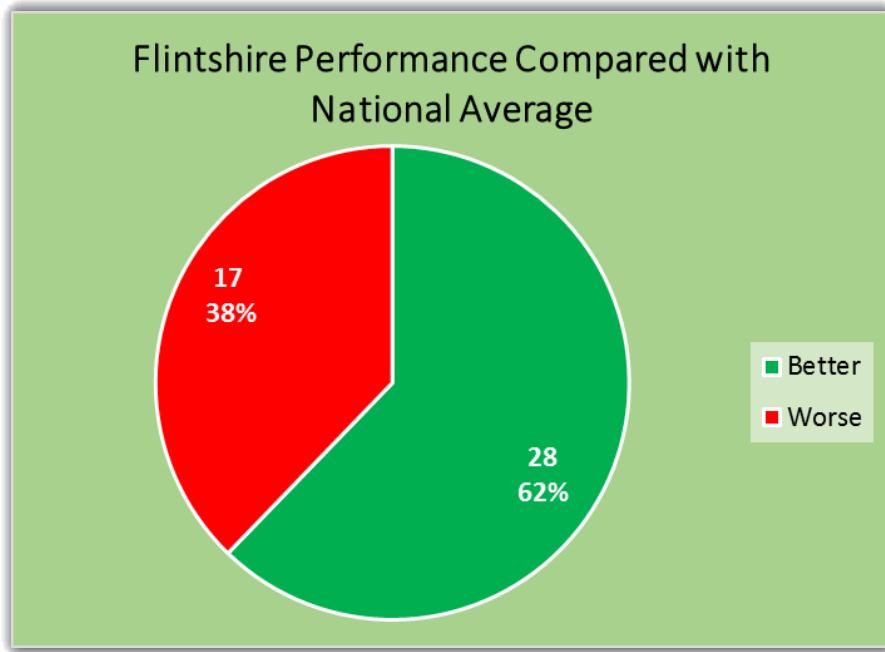


Three performance indicators maintained the same level of performance, all at the optimum level of 100%.

Performance Comparison

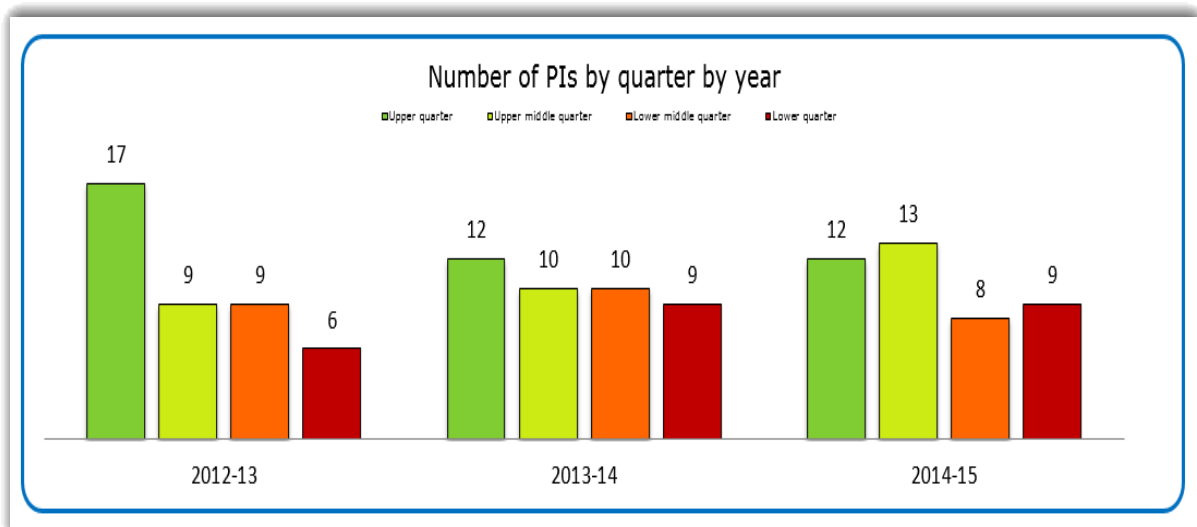
A comparison with other Local Authorities performance demonstrates how well or poorly we are doing on a national basis using both the NSIs and PAMs indicators.

Chart 5: Flintshire's performance against the national average



Nationally we achieved better performance than the Welsh average (median) in 62% (28) of indicators out of the 45 NSIs and PAMs where comparison could be undertaken. This represents an improvement on 2013/14 where our performance was better than the median in 51% of indicators. 17 indicators (38%) performed at a level below the national average (median). In addition **Flintshire was 'top' in 13% (6) of indicators and ranked in the top three for 20% (9) of indicators; it was not 'bottom' in any.**

Chart 6: Number of national measures by quartile position



✓ In addition, our quartile performance has improved marginally when compared to the previous year. 61% of Flintshire residents surveyed think that we provide high quality services (placing us 2nd in Wales behind Conwy) and better than the national average of 53%. In addition, 44% of Flintshire residents surveyed agreed that the Council does all it can to improve the local area (Source: [National Survey for Wales 2014/15](#)).

Outcome Agreement

All Councils are required to enter into a Successor Outcome Agreement with the Welsh Government for the three years 2013/14 to 2015/16. These new agreements incentivise the delivery of local priorities but allows for some of the grant to be targeted to address known weaknesses. They have been designed to strengthen each Councils capacity to address concerns from audit, inspection and regulatory bodies, thereby providing greater reassurance to politicians and the public.

The Outcome Agreement Grant attracts a special grant of approximately £1.4 million per year over a three year period which is forecast within the Medium Term Financial Plan. It is a three year agreement based on five themes, with one broad outcome selected from within each theme. The themes and outcomes were approved by the Council and the Local Service Board.

The performance for 2014/15 is now complete and a self-assessment of the actions and measures has been undertaken. The analysis in table 3 overleaf shows the self-assessment for each of the outcomes, using the following categories:-

<u>RAG Status for the Self-Assessment of the Outcome Agreement</u>	
R	<p>Unsuccessful: -</p> <ul style="list-style-type: none"> ○ None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances below *); or ○ The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.
A	<p>Partly Successful: -</p> <ul style="list-style-type: none"> ○ Where neither fully successful nor unsuccessful judgements apply, the outcome will be treated as partly successful.
G	<p>Fully Successful: -</p> <ul style="list-style-type: none"> ○ Met or exceeded all of the targets and milestones; or ○ Shortfall can be explained by any of the three circumstances outlined below*; or ○ The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.

* There are three broad circumstances in which performance can fall short of the levels specified in the Outcome Agreement without that having any effect on the overall progress for that outcome. These are:

- **Marginal shortfall:** the shortfall in performance is too small to have reasonably been anticipated in setting the target.
- **Exceptional circumstances:** the shortfall in performance is wholly or mainly due to external influences which were both unforeseeable and uncontrollable.
- **Partner failure:** the shortfall reflects the under-performance of a collaborative partner, and the local authority took steps to understand and, where possible, mitigate that.

Table 3: Outcome Agreement Self-Assessment for Year 2

	Basis		Evaluation	Max grant
Outcomes	Growth and Sustainable Jobs	Outcome 1	100%	70%
	Education	Outcome 2	100%	
	21 st Century Health Care	Outcome 3	100%	
	Welsh Homes / Supporting People	Outcome 4	100%	
	Tackling Poverty	Outcome 5	100%	
External Review	Statutory recommendations from the Auditor General for Wales to the Welsh Ministers to your Local Authority?		No	30%
	Existing intervention or formal tailored support programme?		No	

Work is currently on-going with the Welsh Government to agree the self-assessment of performance for 2014/15. Once both are agreed, the grant payment for 2014/15 will be paid to the Council.

Section 2

HOUSING	Progress	Good	Outcome	High
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Extra Care Housing	Progress	Good	Outcome	High
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During 2014/15 we said we would help more people to live independently and well at home by developing and agreeing plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

✓ Full planning approval was granted for the Flint scheme in March 2015 and Pennaf Housing Association aim to be on site by November 2015 to commence the build. Flintshire County Council is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions. Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.



Extra Care Development Plans

✓ The outline design for the Holywell scheme was amended to reflect stakeholder feedback and the site will now include additional public parking to meet local demand. Following year-end reporting, the outline planning application was rejected and the Council is exploring further opportunities to

progress the scheme. Partnership working groups will be established once the scheme has received outline planning approval.

Link to detailed [Extra Care Housing](#) sub-priority report.

Modern, Efficient and Adapted Homes	Progress	Satisfactory	Outcome	High
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During 2014/15 we said we would improve the choice and quality of local housing by:

1. Implementing a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales (NEW) Homes.
2. Implementing the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.
3. Developing a county wide housing register and implement a single allocations policy (SARTH) for Flintshire with partners.
4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

✓ 1&2 - NEW Homes has grown steadily since being set up in April 2014, giving access to a wider range of private finance models and providing additional housing opportunities in Flintshire. Three main areas have been developed including:

- New build properties negotiated with private developers.
- Managing properties on behalf of private home owners for a management fee.
- Over 55 Lease Scheme.

✓ 1&2 – The programme to implement the strategy for growing and sustaining the private rented sector is the Strategic Housing and Regeneration Programme (SHARP). A partner developer was appointed to work with the Council to deliver 500 affordable homes through SHARP during the next 5 years. This will include a mix of 200 Council homes and 300 affordable homes. The 300 affordable housing units will be managed directly by NEW Homes. In addition, Flint town centre will be redeveloped with the development of 95 units, 60 of which will be affordable units.

! 1&2 - The financial projections made in the NEW Homes Business Plan for 2014/15 have not been achieved. More accurate and realistic targets have been determined for 2015/16. This has included looking at NEW Homes future growth strategy, including integration with the SHARP, alternative sources of financing to deliver additional units in the future and future product development. This process has highlighted a number of exciting new opportunities for NEW Homes to grow and develop further in the future.



✓ 3 - The regional SARTH Project to deliver a housing register and implement a single allocations policy gained real momentum during 2014/15 with project management being taken over by Flintshire County Council. Development of the new register was completed in January 2015 and allocations began in April.

! 3 - The SARTH project was planned for delivery and go-live for December 2014. All partners agreed for reporting and operational reasons that the beginning of the new financial year would be beneficial.

✓ 4 – Good progress has been made toward the Local Development Plan’s preparation including publication of the Candidate Site Register and development of several consultations documents for the engagement and consultation phase. In addition, a successful first Key Stakeholder Forum was held as well as meetings with many Town and Community Councils.

! 4 - The publication of the Candidate Site Register was delayed due to the number of Candidate Sites (734 in total) and information and communications technology limitations.

Link to detailed [Modern, Efficient and Adapted Homes](#) sub-priority report.

Achieve the Wales Housing Quality Standard	Progress	Good	Outcome	High
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During 2014/15 we said we would improve quality of life for our tenants through improved housing by:

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

2. Reaching a voluntary settlement with Welsh Government to introduce self-financing for the Council housing service by 1st April 2015.
3. Developing a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

What we did:

✓ 1&3 - Developed and agreed a revised Asset Management Strategy following completion of a detailed stock condition survey which informed the revision of the stock investment plan and ensured the accuracy and alignment of the Housing Revenue Account Business Plan. Following consultation with tenants and Council Members a revised delivery programme to meet the WHQS by 2020 was agreed. Contractors have been appointed and works for all major work streams commenced during the spring.



- ✓ 1 - Exceeded the majority of our targets and the promises made within the Tenants Choices document for the third year running, including:
- 966 heating upgrades
 - 1023 kitchen replacements
 - 127 bathroom replacements

✓ 2 - Agreement was reached with the other Local Authorities planning for the implementation of self-financing. A revised business plan was submitted to Welsh Government in October 2014 and the final budget and business plan was approved by Council in February 2015. Staff briefings and updates via 'Tenants News' were undertaken during March 2015.

Link to detailed [Achieve the WHQS](#) sub-priority report.

LIVING WELL	Progress	Good	Outcome	High
Independent Living	Progress	Good	Outcome	High

During 2014/15 we said we would improve people's quality of life by:

1. Maintaining the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improving the timeliness of adaptations.
2. Implementing 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 as well as implementing a night support service.
3. Using a whole family approach to service provision by implementing the Integrated Family Support Service.
4. Examining the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.
5. Preventing homelessness.
6. Carrying out a major review of the Transition Service and implementing its findings.



What we did:

✓ 1&2 - Continued to deliver more effective services to more people which improved their quality of life and which helps them to live more independently:

- 1,235 referrals for reablement were completed in the year, with 78% of people requiring a reduced package of support or no further support following a period of reablement.
- The use of telecare/telehealth assistive technologies was extended in line with the regional plan.
- 232 major adaptations were provided in council and private homes achieving high levels of customer satisfaction. However, timescales for completion of remains an area for improvement. In addition, 488 minor adaptations (under £1,000) were also completed during the year; taking on average 61 days to complete.
- For service users with a disability, 608 minor adaptations were completed.
- 'Right sizing' has progressed to 20 out of 22 of the local authority Supported Living houses, continuing to focus on the quality of life for the person and the structure of the care package provided. In addition, five of the houses provided by the NHS have also been 'right sized'. An audit of what has been achieved is currently being undertaken and from July 2015 it is planned that 'right sizing' will be rolled out to properties in the independent sector.
- The Night Support Service pilot became operational in February 2015 and will run through to September. It can support a maximum of 20 – 30 people at any one time within the pilot service.


! 1 – 89 major adaptations for adults were completed through the DFG (Disabled Facilities Grant) process, in an average of 332 days. The average time taken in the previous year was 247 days. The average time for major adaptations for children through the DFG process was 619 days; for 2013/14 the average was 257 days. The increase was due to the extremely complex nature of the two adaptations for children undertaken during the year.


✓ 3 – Implemented the Integrated Family Support Service (IFSS); 19 families were referred to it. The whole family approach has been successful in achieving good outcomes for the families that have worked with the programme.


4 – Whilst this area of work has been slightly delayed in terms of timescales, solid foundations for the restructure to meet its objectives have been laid with:

- the appointment of a Children's Lead; and
- work to consider various models and meet the requirements of the new Social Services and Wellbeing Act being undertaken.

The revised structure will now take account of the comments made by the Care and Social Services Inspectorate Wales in their recent inspection of Children's Services.

 5 – Delivered a pilot that met the requirements of the homelessness prevention duties of the Wales Housing Act 2014, whereby homeless prevention cases were opened for all who approached for assistance. The service was remodelled freeing up officer time to enable more preventative work and as a result the 85% prevention rate was maintained. This is positive performance considering the increased demand for housing assistance. In addition, closer working between the Supporting People and Housing Options teams has ensured support is delivered promptly to all those with additional support needs.

 5 – Whilst the average time spent in bed and breakfast (B&B) accommodation was reduced for all households and significantly reduced for families, the numbers of people accessing B&B accommodation increased due to insufficient levels of suitable accommodation.

 6 – A major review of the Transition Service was undertaken which generated some very useful feedback from young people and families. This information was used to make service improvements.


Link to detailed [Independent Living](#) sub-priority report.


Integrated Community Social and Health Services	Progress	Good	Outcome	Medium
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During 2014/15 we said we would help more people to live independently and well at home by:

1. Continuing the integration of community based health and social care teams within three localities across Flintshire.
2. Supporting the introduction of an Enhanced Care Service (ECS) in the North East and South Localities by March 2015.
3. Ensuring that effective services to support carers are in place as part of the integrated social and health services.
4. Ensuring the Single Integrated Plan (SIP) priorities are progressed through localities.
5. Effectively and efficiently using Intermediate Care Funds to support individuals to remain in their own homes.

What we did:

 1&4 – Joint working with Betsi Cadwaladr University Health Board (BCUHB) means that staff are working together effectively and sharing information to improve the standard of services they deliver. However, co-location has not been achieved within North East or South Flintshire. Whilst there is a confirmed commitment there have been difficulties finding suitable accommodation and in reaching agreement on the structuring of the teams in light of the structural changes in BCUHB. Priority 3 of the Single Integrated Plan is in the process of review with positive engagement across services and partners.

 2 - The business cases for ECS in the North East and South localities have been prepared. BCUHB will be reviewing a range of approaches to identify the most suitable and appropriate model for delivering primary care and community services.

✓ 2 - Throughout the year there has been very positive feedback from people supported by ECS and their families. Increased GP support has also been secured in North West locality.

✓ 3 – Improvements were made in the delivery of services to both adult and young carers:

- Greater numbers of carers have had their needs assessed and were provided with a service (82.4%).
- A review of the Carers' Strategy is currently being undertaken which will include the redefinition of carer's priorities for the next 5 years. All organisations are participating in workshops to work collaboratively to maximise available funds.
- During 2014 a support initiative for young adult carers was developed, which has received positive feedback from the young people attending.
- The 'Access to Action Card' (A2A card) for young carers, Looked after Children and care leavers continues to support and provide instant access to Council Services when and as young carers need or want them. This initiative is further being supported by the development of the Young Carer's Charter, which will strengthen the commitment of organisations to young carers.



✓ 5 – Intermediate Care Funds (ICF) were used to support projects focused on helping people to maintain independence and be able to live well at home:

- **Step up / step down and intermediate care beds within Care Homes** - Funding provided three designated step up / step down beds within local authority care homes, with further beds purchased from the independent sector as demand rose. As a result over 90 residential admissions were made, reducing the time individuals spent in hospital and enabling them to safely return home sooner. In addition, the funding also allowed for a dedicated dementia assessment bed within a specialist independent sector Residential Care Home for Dementia. This provided a safe environment for 15 people with dementia to be assessed for their potential for rehabilitation and safe return to their own home.
- **Well-being and the role of the voluntary sector** - Funding was allocated to the Alzheimer's Society, Flintshire Care and Repair, The British Red Cross and the Neurotherapy Centre to support 5 key projects. All five projects met expected referral targets and over 135 people had benefitted from them.
- **Six Steps to Success Palliative Care Project** - The Palliative Care project has used the ICF funding to increase the knowledge, skills and confidence of staff in Nursing Homes in Flintshire. It has helped increase the number of residents who are able to remain in their chosen home at the end of their life and receive palliative care in a dignified manner.

Link to detailed [Integrated Community Social and Health Services](#) sub-priority report.

Link to the [Flintshire Social Services Annual Performance Report 2014/15](#).

During 2014/15 we said we would create jobs and grow the local economy by:

1. Promoting and supporting the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.
2. Implementing the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
3. Exploring with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

What we did:



- 1 – Promoted and supported growth of the Flintshire economy:
 - o Receiving 102 new investment enquiries including 73 within the Enterprise Zone (EZ) as a result of our promotional activities. An increase of 36 EZ enquiries compared to the previous year. This achieved a conversion rate of 63% from new EZ enquiries to investment (expansion by local businesses and new businesses locating within the EZ) surpassing the target of 60%.
 - o Supporting DEZ businesses to apply for the Welsh Government Business Rate Scheme which in turn supports sustainability and growth potential of the businesses.
 - o Safeguarding 250 jobs within DEZ by operating a Rapid Redundancy unit with public and private sector partners when job losses were announced.
 - o Supporting the creation of 1,012 new jobs within the DEZ, a significant increase on the 838 reported 2013/14.



- 2&3 - The Northern Gateway site is in two ownerships and both landowners are pursuing development on their own holdings via separate planning applications. The Council has developed a ‘masterplan’ document to provide consistent guidance to both parties for the key strategic requirements that the Council has for how this site should be developed and planning permission will be via this process. Whilst site development commenced with the works to strengthen the River Dee flood embankment, timescales have slipped. In addition, discussions are ongoing between the land owners and Welsh Government to agree the spine road and infrastructure phases.

Link to detailed [Business Sector Growth](#) sub-priority report.

During 2014/15 we said we would make local communities viable by:

1. Progressing and investing in the eight Town Centre Masterplans to meet local priorities and need.
2. Delivering an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan.
3. Completing the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.



- 1 – Investment and progress were made in the Town Centre Masterplans resulting in:
 - Three Building Enhancement Scheme projects being completed and a further 6 projects in progress.
 - Conclusion of the Streetscape Improvement Grant scheme with six schemes completed and a further five businesses receiving support and advice.
 - Commencement of streetscape improvement works in Shotton, Buckley, Mold, Holywell, Flint and Connah's Quay as part of the wider Town Action Plan programme.
 - A successful bid to Welsh Government under the Vibrant and Viable Places programme (£6.024m) which will bring benefits to the areas of deprivation in Deeside, to the county as a whole.
 - The Holywell Partnership secured £50k from the Welsh Government's Town Partnership Funding.



1 - Town centres as a whole face an uncertain future across the UK and although Flintshire's towns remain relatively stable compared to other areas they are equally subject to wider influences that will reduce their future viability. Unfortunately, fewer businesses took advantage of the grants schemes to renovate properties than expected. The volume of bureaucracy associated with programmes funded by the European Union was off-putting to applicants despite the extensive support made available by the Council.



- 2 – Significant progress has been made in the regeneration of Flint including:
 - Phased demolition of the maisonettes is well advanced; they will be replaced by modern town centre housing.
 - Completion of the Flint House apartment development.
 - Securing planning approval for the development of a 72 unit extra care facility in the town centre.



Flint Redevelopment Plans

- Completion of the Old Courthouse renovation which is now open.
- Improvement of 15 buildings through the Townscape Heritage Initiative.



3 - The delivery partners for the Rural Development Plan; Flintshire County Council and Cadwyn Clwyd, successfully delivered the final year of

the projects funded through the programme:

- 59 individuals and 2 groups were given assistance and financial support to enable them to establish a new micro-enterprise through the Flintshire Enterprise Project.
- The Talacre to Ffynnongroyw cycle track was completed and officially opened by the Deputy Minister for Farming and Food.
- The Community Key Fund has enhanced 27 village facilities in 24 villages serving a population of approximately 42,000.
- 39 village renewal projects were completed which will contribute to more positive visitor experiences.

Link to detailed [Town and Rural Regeneration](#) sub-priority report.

Social Enterprise	Progress	Good	Outcome	High
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During 2014/15 we said we support and create new forms of local business by:

1. Raising awareness of the Flintshire Enterprise Fund.
2. Developing effective support for social enterprises.
3. Developing new Social Enterprise projects to meet the Council's priorities.

What we did:

✓ 1 – Supported seven businesses in Flintshire to set up, diversify or expand as social enterprises. Wider support has also been provided through the Council's Social Enterprise 'Twitter' account which now has 130 followers. In addition, a conference was held which was well attended by both existing social enterprises and organisations interested in becoming social enterprises.



✓ 2 – Developed a network of social enterprise support across North Wales teaming up with the other five local authorities and potential support agencies. More than 40 entrepreneurs, enterprises or potential enterprises have received support from the network of support agencies. In addition, Social Enterprise workshops are now a permanent fixture in Flintshire Business Week.

! 3 – Continued development work to support the transition of public services into social enterprise (Flintshire Crèche and Supported Employment). Both progressed into the business feasibility phase of the alternative delivery model work of Flintshire County Council. Consultation events with service users and their families took place in May and June 2015.

Link to detailed [Social Enterprise](#) sub-priority report.

Skills and Learning	Progress	Satisfactory	Outcome	High
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Modernised and High Performing Education	Progress	Satisfactory	Outcome	High
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During 2014/15 we said we would improve learning provision to get better learner outcomes by making a difference through our School Improvement Strategy:

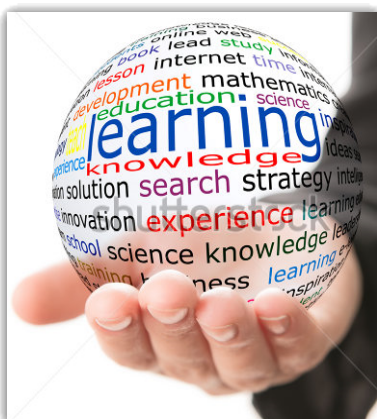
- Improving skills in literacy and numeracy.
- Improving educational achievements of children in a position of disadvantage including our Looked after Children.
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place.
- 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.

What we did:

Made satisfactory progress with our School Improvement Strategy:

✓ Improved performance was achieved for over 80% of our performance measures when compared with the previous year. In addition, 50% of our performance measures achieved or exceeded the ambitious targets set.

✓ A more cohesive and effective programme of school support; complemented by a full time coordinator for Literacy and Numeracy appointed by GwE. Training has been well received and raising standards and has contributed to schools being removed from Estyn's 'follow up' categories.



✓ Improved performance of educational achievement for Looked after Children including a significant improvement in the average qualifications points score, rising to 358 points from 225 points achieved in the previous year.

✓ Increased sharing of best teaching practice and resources through various forums, led by schools in the region or from within the Council and supported by GwE. Coverage includes both primary and secondary schools across various subjects and qualifications.

✓ The 14-19 Network support for projects designed to reduce the number of learners not engaging with education or training achieved a reduction from 3.6% in 2013 to 1.3% in 2014. In total, 99.6% of 16 year olds were in education, employment or training (the highest ever achieved) as a result of good partnership working and effective use of the Personal Support team.

! Under the 21st Century Schools programme the full business case for the Band A programme was approved by Welsh Government for the development of the Holywell Learning Campus and the Post 16 centre at Coleg Cambria. Both construction projects have commenced and are on time and within budget, the new facilities are expected to open in September 2017. The Queenferry Campus project was paused and reviewed and was subsequently halted. The post 16 School Organisation Change proposals for St Davids, Saltney (linked to the Post 16 centre at Coleg Cambria) have been restarted due to new advice from WG following a judicial review in South Wales.

! Officers are currently working to deliver the implementation plan for schools modernisation which includes primary school reviews. The process around potential school organisational change was assessed as 'amber' in recognition of the complexity and amount of work still to do. However, the new Welsh medium primary satellite centre of Ysgol Croes Atti in Shotton opened on time and foundation pupil numbers have doubled after just one year.



Ysgol Croes Atti - Shotton

! The Collaborative Steering group has been focusing on engagement and reducing the number of learners who do not complete their statutory education in mainstream provision. As a result of work undertaken, schools can see their developing role in improving engagement and trying to keep potentially vulnerable learners in mainstream education by earlier identification. However, increasing numbers of children who receive their education other than at school (EOTAS) may have a significant impact on outcomes.

! The relationship between Head teachers and their GwE Challenge Advisers is becoming more productive and has contributed to school improvement and schools being removed from Estyn monitoring categories. However, the target setting process at Key Stage 2 and Foundation Phase were perceived to be collectively less ambitious than would be required to achieve future outcomes at those levels; a strong focus on future target setting remains a priority.

Link to detailed year end [Modernised and High Performing Education](#) sub-priority report.

✓ The rating for satisfaction in the Welsh Government's National Public Survey, with the education system in each local authority area is based on a scale of 1 (extremely bad) to 10 (extremely good). Flintshire was rated 2nd at 7.1 (Conwy was rated top at 7.2). The Wales average is 6.6. In last year's survey (2013/14) Flintshire was rated top at 6.7 against a Wales average of 6.3 (Source: [National Survey for Wales](#)).

Apprenticeships and Training	Progress	Satisfactory	Outcome	High
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During 2014/15 we said we would meet the skills and employment needs of local employers by:

1. Working with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.

2. Making an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Marketing and communicating broadly the range of apprenticeship and training programmes available.
4. Identifying sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Supporting the Young Entrepreneur Programme within the Flintshire Business Entrepreneurship Network (BEN).
6. Continuing to develop and increase the number and range of Communities First job clubs.
7. Commissioning and delivering skills development programmes with local employers.

What we did:

✓ 1 – Undertook a formal review of the Employment, Skills and Jobs Board and reorganised the partnership structure to deliver particular work streams and in turn improve opportunities for Flintshire residents.

! 1 - Allocation of resources to the new strategic framework are still under consideration.

✓ 2 – Launched the Employers' Promise at the beginning of the year; it was signed up to by all partners.

! 2 – Whilst the numbers of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months had decreased to 0.5%, the numbers claiming for six months had increased to 2.4%.

✓ 3 – Collaborated with partners to develop information to input into the Common Area Prospectus – an online tool developed by Welsh Government providing a directory of support for education and training programmes available locally.

! 3 – Whilst collaboration has been excellent, the process is taking longer than we would like locally.

✓ 4 - The review of the Employment Skills and Jobs Board has strengthened the need to ensure that programmes of work redress the balance between labour supply and demand that exists.

! 4 – Resources are needed to strengthen the delivery of this work.



✓ 5 – Achieved good progress with the BEN which is now notable best practice and is being promoted by Welsh Government for its excellence. The Artisan's workshop in Holywell is trading and 4 enterprises have emerged from it. In addition, membership of the Enterprise Club has increased to more than 60 and over 20 enterprises have started as a result of the work it does.

✓ 6 – Provided support and motivation to residents regardless of their duration of unemployment and specific issues through the six job clubs operating in the two

Communities Firsts (CF) clusters. In addition, over 43 people have registered on the CF programme to assist workless households to become working households

! 6 – The target of getting 30 people into employment has not yet been achieved.

✓ 7 – Completed the Wales Advanced Manufacturing Skills & Technology Centre (NWAMSTC) Strategic Business Plan which focuses on developing the advanced manufacturing sector in Flintshire and North Wales in partnership with Welsh Government, Higher Education, Further Education and private industry.

Link to detailed year end [Apprenticeships and Training](#) sub-priority report.

Safe Communities	Progress	Good	Outcome	High
Community Safety	Progress	Good	Outcome	High

During 2014/15 we said we would keep people and communities safe by:

1. Contributing to the delivery of the North Wales Community Safety Plan priorities.
2. Reducing fear of crime by making best use of CCTV, effective street lighting and removal of graffiti.
3. Developing further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

What we did:

✓ 1 – Contributed to the delivery of the North Wales Community Safety Plan priorities:

- The work of the North Wales Safer Communities Board was progressed at a local level through the 'People are Safe' Board.



White Ribbon Campaign 2014

- There were fewer high risk repeat victims of domestic abuse (23%) which exceeded the national target.

- There is an increased awareness of sexual violence amongst young people due to the work undertaken with schools.

- Procedures for the use of Public Space Protection Orders were established.

- The 80% target for completed substance misuse treatments was met and the target of achieving waiting times of less than 20 days from referral to treatment was exceeded at 89%.

- Youth Justice Service figures also show that targets were exceeded for young people receiving offers of treatment for substance misuse.

✓ 2 – Continued to reduce fear of crime by:

- Delivering CCTV services in all areas despite ageing equipment and cameras. The Authority also worked



closely with technical consultants to carry out an in-depth feasibility study of the existing CCTV camera stock and engaged with all Town and Community Councils on proposed future service delivery models.

- Replaced over 750 street lights with new lanterns and upgraded a large number of signs and bollards to LED thereby improving illumination. However, the average time taken to repair street lamps increased when compared with the previous year.
- Removed graffiti from Council buildings and property meeting the standard set by the Council (2 working days).

- ✓ 3 – Developed further awareness of the Council’s approach to safeguarding through:
- Agreeing a new protocol for multi-agency working to reduce child trafficking.
 - Providing training to employees on child trafficking and age assessment.
 - Co-located the Children’s Safeguarding Managers, the Independent Reviewing Officers for Looked after Children and the Adult Safeguarding Team to provide opportunities for sharing and adopting good practice in approaches to safeguarding children, young people and adults.
 - During the year 147 adult safeguarding referrals were completed and in 146 cases the risk was reduced or removed.
 - The Children’s Safeguarding Unit conducted 136 initial child protection conferences and 21 pre-birth conferences, and continue to perform well against the national performance indicators.

Link to detailed year end [Community Safety](#) sub-priority report.

Traffic and Road Management	Progress	Good	Outcome	High
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During 2014/15 we said we would improve road safety by:

1. Completing the implementation of the final phase of our 20mph zones outside schools.
2. Maintaining the Council’s road infrastructure to improve road safety.
3. Implementing the Regional Transport Plan road safety schemes.



What we did:

- ✓ 1 - Completed the final phase of 20mph zones outside schools and exceeded the target by completing schemes at 70 schools. In total 89 schools now have 20mph advisory zones.
- ✓ 2 - Improved road safety by replacing over 750 street lights with new lanterns and upgrading a large number of signs and bollards to LED. The illumination levels now meet expectations for highlighting the target area / carriageway. In addition, 100% of collisions in ‘collision cluster sites’ were investigated and actioned.
- ✓ 3 - Completed four road safety schemes:
 - A5151 Trelawnyd – junction improvement works;
 - B5441 Queensferry to Garden City – pedestrian and cycleway improvements;
 - B5125 Ewloe to Hawarden – pedestrian and cycleway improvements; and
 - High Street, Bagillt – implementation of traffic calming measures.

Link to detailed year end [Traffic and Road Management](#) sub-priority report.

Poverty	Progress	Good	Outcome	High
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Welfare Reform	Progress	Good	Outcome	High
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During 2014/15 we said we would protect people from poverty by:

1. Placing a greater emphasis on preventing homelessness.
2. Providing advice and support services to help people protect their income.
3. Supporting the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area.

What we did:

✓ 1 - Delivered a pilot which identified the resources and processes required to ensure we deliver an effective homeless prevention service which meets the newly introduced homeless prevention duties. The introduction of the Housing Access Team to 'triage' an individual's housing need(s) ensures the most appropriate housing solution(s) are identified. In addition, effective work with internal and external partners helped to ensure homelessness prevention levels were maintained despite the increase in the number of applicants approaching the authority as homeless. In total 83 tenants were helped to move to more affordable accommodation where the removal of the spare room subsidy resulted in being unable to afford their rent.

! 1 – Reduced the average amount of time homeless households spent in bed and breakfast (B&B) accommodation. Insufficient levels of suitable accommodation have resulted in the Council needing to temporarily house increased numbers of homeless households in B&B accommodation.

✓ 2 – Provided specialist money and benefit advice to 1,622 Flintshire residents through our Welfare Rights Team. The successful interventions generated welfare benefit and tax credit payments totalling £3.1 million, enabling households to meet their housing costs whilst also boosting spending power within the local economy. In addition, Discretionary Housing Payment (DHP's) totalling £259,000 were paid to households impacted by welfare reforms.



✓ 3 – Worked with the Department of Work and Pensions (DWP) to progress implementation of Universal Credit (UC) within Flintshire, ensuring appropriate support services were in place to assist claimants. In addition, the authority implemented an effective communication strategy to dispel myths and mitigate some of the concerns around UC, particularly amongst landlords and encouraging constructive debate about how UC is being implemented. This was fed back to the DWP and resulted in the introduction of positive changes to national UC policy.

Link to detailed year end [Welfare Reform](#) sub-priority report.

Fuel Poverty	Progress	Good	Outcome	High
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During 2014/15 we said we would protect people from fuel poverty by:

1. Improving the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.
2. Helping residents in the private sector access funding support to improve the energy efficiency of their homes.
3. Delivering energy efficiency measures to Council homes.

What we did:

✓ 1- Exceeded our target with a total of 204 homes receiving energy efficiency measures such as solid wall insulation and solar panels, through the Vibrant and Viable Places programme. This work has delivered anticipated annual heating bill savings of £67,580 for the tenants and residents. The low maintenance aspect of the measures will ensure the tenants and residents enjoy the benefits of this work for a period of at least 20 years without the worry of running costs and complex/costly maintenance schedules.



✓ 2 – Exceeded expectations by helping residents in the private sector to access funding support and to improve the energy efficiency of their homes. A total of 839 homes were assisted exceeding the target of 650 homes and achieving expected annual heating bill

savings of £244,360. Measures include loft and cavity wall insulation, boiler replacements and air source heat pumps. Due to the success of the service the Council’s Energy Conservation Unit were asked to speak about the Council’s energy efficiency delivery model at a national presentation hosted by Welsh Government. They have also met with European Funding Co-ordinators to develop a future vision for domestic energy efficiency funding in Wales.

- ✓ 3 – Exceeded target by delivering energy efficiency measures to 417 council homes.
- ⚠ 3 – Delivered gas systems to 187 of the targeted 233 council homes in the Aston and Mostyn areas. 26 (11%) of homes refused the work. These properties have had gas services brought to a meter point at the front of each property and will be connected when the properties become empty. The delays to the programme were due to progress slowing over the winter as Wales and West Utilities had to respond to emergency call outs across the region due to increased demand on the network.

Link to detailed year end [Fuel Poverty](#) sub-priority report.

Environment	Progress	Good	Outcome	High
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Transport Infrastructure and Services	Progress	Good	Outcome	High
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During 2014/15 we said we would ensure people could access employment, local services and facilities by:

1. Using available funding to support Council priorities for accessing employment, health, leisure and education.
2. Prioritising the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.
3. Improving facilities and routes for pedestrians and cyclists.
4. Seeking approval from Welsh Government for the Deeside Infrastructure Business Plan and implementing its proposals.
5. Developing proposals for coordinated transport across the region.
6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.

What we did:

✓ 1 – Completed three projects using funding from the Welsh Government's Local Transport Fund and the Rural Development Fund:

- Deeside Corridor Synchronisation – improving traffic flow along the B5129 Deeside Corridor.
- Broughton by Saltney Cycle Way – providing an off road cycling facility linking Broughton to Saltney.
- Talacre to Fynnongroew shared use cycle scheme - providing a continuous cycling link from the north of Mostyn through into Ffynnongroew, onto Talacre and then continuing along the National Cycle Network into Prestatyn.



Official Opening - Talacre to Ffynnongroew Cyclepath

✓ 2 - Set targets in line with Welsh Government guidelines for the condition of principal roads which allowed resources to be prioritised for non-classified roads. We remained top in Wales for the percentage of roads that were in overall good condition.

✓ 2 - Increased the percentage of street work inspections from 10% to 12% enabling the authority to identify potential defects during the initial works and encouraging works to be undertaken to the required standards. This reduced the number of site revisits and in turn delays for road users.

✓ 3 – Focused on improving facilities and routes for pedestrians and cyclists by undertaking mapping for the Active Travel Bill. Sustrans were commissioned by Welsh Government to undertake the 1st phase of the mapping exercise for each settlement within Flintshire. Whilst progress against the targeted timescales slipped slightly, the mapping was completed in May 2015. In addition, the number of users on the cycle networks during 2014/15 increased significantly on the previous year.

⚠ 4 – Secured adoption of the Council's Masterplan for the whole Northern Gateway site and the Deeside Infrastructure Business Plan from Welsh Government. All schemes,

conditions and details were approved within the prescribed timescales but there were some delays in the implementation of the bank strengthening works. Negotiations between Welsh Government and both land owners regarding spine road design and development is progressing.



✓ 5 – Contributed to the Joint North Wales Local Transport Plan which sets out the vision of 'removing barriers to economic growth, prosperity and well-being, by delivering safe, sustainable, affordable and effective transport networks'. Following consultation the final Plan was published on 30th January 2015.

✓ 6 – Completed the first review of the subsidised bus services; achieving effective engagement of stakeholder. Subsequently a non-subsidised commercial bus service now operates in the Deeside area.

subsidised commercial bus service now operates in the Deeside area.

Link to detailed year end [Transport Infrastructure and Services](#) sub-priority report.

Carbon Control and Reduction	Progress	Good	Outcome	High
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During 2014/15 we said we reduce our carbon impact on the natural environment by:

- 1) Marketing and promoting carbon reduction measures within the Council, with our partners and with the public to manage and reduce emission levels.
- 2) Challenging the Council's carbon emissions, through our assets, vehicles and people behaviour.
- 3) Encouraging public utilisation of recycling facilities and services.
- 4) Encouraging residents and employees to use more sustainable forms of transport.
- 5) Complete the review and rationalise the Council's assets. (Reported through the sub-priority Asset Strategy, see pages 35 and 36)

What we did:

✓ 1 – Undertook focused work through a number of projects to promote and market carbon reduction measures, including:

- The Carbon Trust schools energy savings initiative demonstrated that educating staff and budget holders on the efficient use of energy in their respective premises has financial and environmental benefits. Early indications were that participating schools would save on average 3.75% on their electricity and 3.3% on gas use.
- Our publicity campaign for the Cyd Cymru Collective Energy Switching project ensured Flintshire had the highest numbers of registrations in Wales.
- As part of the Domestic Energy Efficiency Project, we secured Green Deal Home Improvement Funding of over £130k which has been used to improve the energy efficiency of homes in the county.

✓ 2 – Achieved a 0.43% reduction in the Council's carbon footprint for the year across its non-domestic properties, taking the cumulative reduction to 18.96% since monitoring began in 2007/08. Other key achievements include:



- Installation of three Photo Voltaic projects.
- Installation of an increased range of energy efficiency measures within 839 homes which will reduce carbon emissions and help to reduce fuel poverty.
- Implementing the fleet review findings has rejuvenated the fleet across our small and large vans and this contributed to reducing CO2 emissions.
- Reducing carbon emissions from the Council's street lighting by 3.8% per annum by installing improved and energy efficient street lighting, signs and bollards.
- Increasing the amount of municipal waste prepared for reuse and/or recycled to 58%, exceeding the target set for the year.



- 3 – Encouraged greater public utilisation of recycling facilities and services through:
- Opening a new household recycling centre (HRC) at Sandycroft and improved the meet and greet system at the HRC to improve understanding of the recycling streams at the site.



- Delivering recycling awareness roadshows to 18 primary schools, receiving positive feedback from teachers and pupils.
- Undertaking a campaign to improve recycling rates of food waste across low participation areas, taking in 6,000 households. This resulted in a sustained increase of 18% for food waste tonnages collected, 3 months after the campaign ended. An indirect benefit was that kerbside recycling participation rates also increased by 6%.



4 – Encouraged employees and residents to use more sustainable forms of transport through a number of key areas of work including the opening of two new cycling routes, running two cycle to work schemes within the Council, various promotional activities and the delivery of cycling road safety training to 648 children. The numbers of users of the cycleway networks increased significantly on the previous year.

Link to detailed year end [Carbon Control and Reduction](#) sub-priority report.



The Welsh Government's National Public Survey indicates that 81% of people are satisfied with the recycling services offered by the Council. This is just below the Wales average at 82% and ranks us 12th compared with the other Authorities in Wales, (Sources: [National Survey for Wales](#)).

Modern and Efficient Council	Progress	Good	Outcome	Medium
Organisational Change	Progress	Good	Outcome	Medium

During 2014/15 we said we would manage services well to achieve our priorities by agreeing an organisational change model that would:

1. Implement the proposed future operating model for the Council.
2. Integrate business units and considering alternative models.

What we did:

✓ 1 - Implemented a new corporate operating model, establishing the new portfolios and appointing Chief Officers for each. All risks associated with the transition were effectively managed with no discernable direct impacts on service performance because of the operating model itself, Council governance or organisational change plans. The benefits of the new model were tested by the Wales Audit Office corporate assessment with positive feedback. Subjective feedback within the Council and from external partners has also been positive.

✓ 2 – As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies. The Council also developed a new approach to business planning for the longer term that proposes alternative service delivery models where appropriate, with the aims of protecting services and being cost efficient.



! 2 – Despite the pace of change there is concern that the options may not deliver the required efficiencies in the time available due to the scale of budget challenge and that limited organisational capacity and capability will mean the programme will need to be staged so as to balance pace with a manageable scale of change.

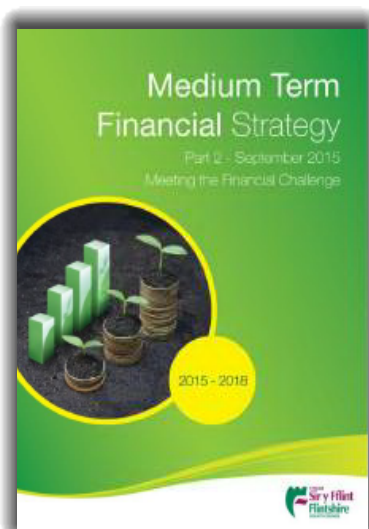
Link to detailed year end [Organisational Change](#) sub-priority report.

Financial Strategy	Progress	Satisfactory	Outcome	Medium
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During 2014/15 we said we would protect local frontline public services and deliver Council priorities through the best use of our resources by:

1. Developing a longer term financial plan.
2. Agreeing the capital and revenue resources to deliver the priorities within the Improvement Plan (2014/15).
3. Delivering on the four programmes of the organisational change and efficiency programme.

What we did:



✓ 1 – Thoroughly reviewed the Medium Term Financial Plan to (1) forecast the financial resources available to the Council for the period 2015/16 – 2017/18, and the budget pressures, based on the best available intelligence (2) project the collective efficiency targets to be able to set to enable corporate and portfolio targets to be re-set.

! 1 – Uncertainty around the level of revenue support grant to be received from Welsh Government (in 2015/16 and beyond) made financial planning arrangements

very difficult. Whilst a balanced budget has been achieved for 2015/16, there is further work to do to reach a longer term balanced and sustainable plan.

✓ 2 - Considered and identified available resource to deliver the priorities of the 2014/15 Improvement Plan as part of the 2014/15 budget process; 100% of the resources required were included in the budget.

! 3 – Achieved 87% (£7.675m) of the Corporate and Functional Efficiencies included in the budget.

Link to detailed year end [Financial Strategy](#) sub-priority report.

People Change and Development	Progress	Good	Outcome	High
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During 2014/15 we said we would ensure the Council has sufficient capability and capacity to operate effectively as a reduced sized organisation. This was to be achieved by implement the People Strategy and focusing on:

1. Employee performance and productivity
2. Employee Development and Talent Management
3. Health and Wellbeing
4. Implement the new pay model as part of Single Status

What we did:

✓ 1 - Revised the approach to job design and job evaluation. The pilot revealed it to be effective and few minor variations were made to the process helping to streamline it further. In addition, the revised Flexible Working Hours policy was implemented in April 2015. It is expected that utilising the increased flexibility will in turn enable the organisation to embrace agile working and extend the opening hours of the Council so services can be delivered at times when they are most needed.

✓ 2 – Implemented a new Employee Development and Talent Management scheme which has been used by Chief Officers with the senior management teams. The new scheme includes an assessment against the competencies as well as talent assessment. HR Business partners are working with Chief Officers on the next stage of the process which is to assess the criticality of roles. Once completed, the role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan.

✓ 3 – Developed interventions for employees requiring support with mental health and other psychological issues. Following a successful pilot we have rolled out access to on-line support where it is appropriate. Courses aimed at reducing stress and increasing resilience have been well received and achieved good results. In addition, an occupational health nurse has been recruited, on a fixed term basis, who will be dedicated to developing our approach to mental health in the workplace including the development of initiatives and training aimed at raising awareness mental health issues in the workplace.

- ✓ 4 – Completed the residual work relating to appeals on maintenance for the new pay model.

Link to detailed year end [People Change and Development](#) sub-priority report.

Asset Strategy	Progress	Good	Outcome	High
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During 2014/15 we said we would have the right buildings in the right places for the right users by:

1. Refreshing the Asset strategy along-side capital planning.
2. Reducing the number and reviewing the usage of Council property assets.
3. Further extending the use of agile working and so freeing up the amount of space needed to deliver services.

What we did:

- ✓ 1 - Refreshed the Council's Asset Strategy giving it a more fundamental positioning. This document forms part of the joint document, 'The Capital Strategy and Asset Management Plan' which is due to be finalised in October 2015. This document will feed into and support the Medium Term Financial Plan.

- ✓ 1 & 2 – Progressed the work of the overall strategy to reduce the level of corporate accommodation. The Connah's Quay Office has been closed and demolition is in progress. The main library facility on the Mold Campus site was also closed and activity relating to clearance of the library now complete. Plans for the consolidation of Phase 4 of County Hall with the intent that this will be mothballed will be implemented during 2015/16. The reduction in square meters of occupied office accommodation for 2014/15 was 22%; significantly exceeding the 10% target.



County Hall - Mold

- ✓ 2 – Re-launched our Community Asset Transfer approach in November 2014, engaging with a number of Town and Community Councils in order to explore how to best to support transfers. The Flintshire Local Voluntary Council are assisting and supporting organisations in developing business models. By the end of 2014/15, 65 expressions of interest had been received covering a range of asset; six of which had been progressed to the business modelling stage.

- ✓ 3 – Continued to work with managers and their teams to increase levels of agile working through an enhanced flexible working policy, improved remote accessibility to systems and documents and where possible the provision of new hardware (primarily laptops). This has enabled a reduction in the amount of office space required; delivering efficiencies in running costs whilst maintaining service delivery.

Link to detailed year end [Asset Strategy](#) sub-priority report.

Procurement Strategy	Progress	Good	Outcome	High
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During 2014/15 we said we would make our money go further through smart procurement by:

1. Optimising procurement efficiencies through the use of regional and national procurement collaborations.
2. Implementing proposals for a joint Flintshire and Denbighshire corporate procurement unit.
3. Developing an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

What we did:

- ✓ 1 - Achieved £530,263 of efficiency savings surpassing the target of £250,000.
- ✓ 1 – Collaborated with the National Procurement Service, this included participating in procurement category forums to help determine individual strategies.



- ✓ 1 & 2 – Successfully merged Flintshire and Denbighshire County Councils’ strategic procurement services forming the Joint Collaborative Procurement Service (JCPS) to achieve greater service resilience and take advantage of potential efficiencies through economies of scale as well as process efficiencies. The JCPS has been able to undertake joint tendering exercises on a number of projects and has also been proactive in identifying new UK national procurement collaborations. As a result cashable procurement and process efficiencies have been obtained.

- ✓ 3 – Delivered Community Benefit training workshops to targeted officers who undertake procurement activities within service areas. Contract procedure rules have been amended to make it mandatory for all projects above £2m to deliver community benefits. As a result, community benefit stipulations have been included in various high value capital projects such as SHARP (Social Housing and Regeneration Project).

- ✓ 3 – Simplified our procurement processes through the Proactis e-sourcing system which in turn has reduced administrative burden for small and medium sized enterprises (SME’s) bidding for Council contracts. In addition, contracts above £25,000 in value are being more widely advertised presenting more opportunities for SME's to compete for our business.

Link to detailed year end [Procurement Strategy](#) sub-priority report.

Access to Council Services	Progress	Satisfactory	Outcome	Medium
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During 2014/15 we said we would achieve customer focused, modern and efficient access to council services by:

1. Implementing Phase 2 of our Flintshire Connects programme with extended range of services and locations.
2. Reviewing and improving our Customer Service Standards.
3. Extending and improving:
 - Customer access to Council information and services using technology.
 - Opportunities for participation in consultation exchanges.

What we did:

- ✓ 1 - Opened a wider range of services in more locations, including:
 - Three new Flintshire Connect Centres.
 - A housing triage service.
 - Full blue badge service.
 - Self-Service facilities.



- ✓ 1 – Achieved significantly greater numbers of residents using the Connects Centres. Through a customer service survey it was reported that 64% of customers were seen immediately and 25% within a minute; 60% reported being very satisfied with the service they received and 38% were satisfied.

- ✓ 2 - Revised the Customer Services Policy and updated the Compliments, Concerns and Complaints Policy leading to improvements in process which will support improved performance for complaints handling.

- ! 2 - Complaints handling during the first two quarters of 2014/15 missed target leading to an overall position at year end whereby 76.23% of complaints were responded to within 10 working days; falling short of the 84% target.

- ✓ 3 - Improved our online facilities and achieved a '2* Better Connected' rating for the Council Website by:



- Introducing a revised website to respond to customer feedback.
- Developing e-forms for on line services which link directly into back office services.
- Introduced on-line nursery admissions with no negative feedback.
- Making greater use of Twitter for publicising council services, promoting events, dealing with enquiries, consultations, etc. Numbers of followers have increased substantially.
- Making revisions to the website in line with customer feedback.

- X** 3 - Despite all of this, the target for the number of visitors to the website was not met. In addition, the comparatively low numbers of visitors who completed the on line survey indicated lower than targeted satisfaction levels for:
- visits to the website; and
 - being able to successfully find what they were looking for.

Link to detailed year end [Access to Council Services](#) sub-priority report.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2014/15 the Council continued to implement its Strategic Equality Plan (SEP) 2012/16. The SEP Annual Monitoring Report for 2014/15 was published September 2015 and detailing areas of positive progress as well as those requiring further attention:

✓ The work the Youth Service and Traveller Education Service have undertaken with young travellers who contributed to a DVD about hate crime. This achieved recognition nationally and further afield being shown in Westminster and several European Parliaments.

✓ The Active Flintshire (Sports Development Team) won 'Local Authority Contribution of the Year' at the Tennis Wales Awards for the second successive year. The award recognises Active Flintshire's success in setting up new junior clubs in the county increasing access to tennis for young people.

⚠ Although we are largely on track completing the actions we have set ourselves, we know that we still have a long way to go on this journey. Baseline data is still being collated which will help measure progress over the four year period of the Plan. Progress is inconsistent across portfolios and we appreciate that further work is needed to fully integrate the Strategic Equality Plan within the Council's new business planning process.


Link to detailed year end [SEP Annual Monitoring Report](#).

Welsh Language Scheme (WLS)

The Welsh Language Scheme (WLS) Annual Monitoring Report covers the period April 2014 to March 2015; it shows progress being made to achieve targets as set out in the Implementation Plan. This is the final annual monitoring report for the current Welsh Language Scheme and Implementation Plan. The requirement for local authorities to produce Welsh Language Schemes will be replaced with the Welsh Language Standards. In future, the Council will provide reports as required by the Standards, progress will also be reported within the Council's annual report to the Wales Audit Office.

The annual report also provides additional information as requested by the Welsh Language Commissioner and examples of initiatives to promote Welsh language in service delivery and raise employee awareness:


✓ The new Welsh medium foundation phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in September in Deeside. This is an exciting opportunity for families in the Deeside area, providing local Welsh medium education for Welsh speaking families and encouraging English speaking families to consider educating their children through the medium of Welsh. Ysgol Croes Atti - Glannau Dyfrdwy was achieved by working in partnership with Menter Iaith and Mudiad Meithrin.

 Whilst progress is being made it is recognised that further improvements are still to be made. We will strengthen the links between Welsh language, the Single Integrated Plan and the Council's Improvement Plan to contribute towards mainstreaming Welsh language throughout the Council's functions. The implementation of a new performance management system will contribute to effective monitoring of implementation of the new Welsh Language Standards.


Link to detailed year end [WLS Annual Monitoring Report](#).

Sustainable Development

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

 Within Flintshire County Council a considerable amount of work has been undertaken during 2014/15 which has focused on securing vital services for the future. This has been evidenced earlier in the report though, for example:

- Our own change in operational model and integration of business units.
- Increased collaborative and partnership working.
- Greater levels of consultation with local people e.g. Big Budget Conversation
- Re-launching our Community Asset Transfer approach.
- Consideration of and working toward alternative service delivery models.

 Our work to sustain services continues into 2015/16 and is evident throughout our Improvement Plan for 2015/16, particularly in sections such as 'Developing Communities' which aims to support communities to become more resilient and self-sufficient.

Partnership and Collaboration Activity

The [Flintshire Local Service Board](#) (LSB) is made up of senior leaders from a number of public and voluntary organisations. Together these organisations are known as "Flintshire in Partnership" and are responsible for developing and driving forward delivery of the [Single Integrated Plan](#) (SIP) for Flintshire.

The SIP focusses on four priorities and is supported by the work of LSB related strategic partnerships.

All four priorities have detailed programme plans, governance and reporting arrangements, and have been monitored through the year using the same RAG Progress and Outcome assessment criteria as shown on page 6.

Priorities 1 to 3 are making good overall progress but with less confidence in the achievement of desired outcomes as shown in the table 4 overleaf. For Priority 4 (organisational environmental practices), the LSB have agreed that an annual report on carbon reduction would be presented only. With much work focusing on reviewing assets and joint teams, it was agreed that physical asset sharing could be included in this priority.


This would provide the focus required as previously climate change was too broad as a priority.


Table 4: Assessment of progress against the SIP Priorities

Single Integrated Plan Priorities	Progress	Outcome
1. Lead by example as employers and community leaders	G	A
2. People are safe	G	G
3. People enjoy good health, wellbeing and independence	G	A


Priority 1


 Mapping of training provision across Flintshire was undertaken, confirming what is available and where it can be accessed.

 Self-Employment for young people is an area of continuing development. At a Dragons' Den Event in May more than 20 businesses successfully received support from the Dragons. Celebratory events were held in June and November to mark their achievement.


 Whilst the Common Area Prospectus (CAP) has been piloted in all Flintshire schools, the length of time that the CAP to reach 'go live' is preventing our promotion of awareness of programmes. This is something that Welsh Government (as lead) is addressing. This will improve access to Labour market intelligence greatly.


Priority 2


 Flintshire County Council became the first local authority in North Wales to receive 'White Ribbon' accreditation for the work undertaken to tackle domestic abuse.

 There has been a significant improvement in waiting times and cases closed for substance misuse services during 2014/15. The targets set by the Welsh Government for both areas have been achieved.

Priority 3

 The Living Well service has been shortlisted for a Social Care Accolade.

 Flintshire's Single Point of Access (SPOA) became operational in April 2014. Based in Preswylfa (Mold), the team currently comprises Flintshire County Council's First Access Team and a part time Third Sector Coordinator.


 Betsi Cadwaladr University Health Board (BCUHB) is in the process of confirming which staff resources will be part of the new SPOA. BCUHB did not have an existing team as a starting point. The BCUHB staff who currently process and screen referrals also undertake other duties, making it difficult to release them to the new SPOA.

Link to detailed year end [Single Integrated Plan Progress Report](#).


Regulation, Audit and Inspection


Each year the Auditor General for Wales must report on how well Welsh councils are planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates (e.g. Estyn for Education and the Care and Social Services Inspectorate – CSSIW), as well as work undertaken by the Wales Audit Office (WAO) on behalf of the Auditor General. The WAO published the Annual Improvement Report (AIR), including the findings and recommendations from the Corporate Assessment, in March 2015.


Overall the Auditor General has concluded that:


 *“The Council’s track record suggests that it is likely to respond positively to the internal and external challenges it faces and make arrangements to secure continuous improvement for 2015-16.”*

The judgement reflects the conclusions of the corporate assessment, that:

 *“The Council has made significant progress in a number of difficult areas during the last year; although it needs to strengthen aspects of its arrangements, the Council is reasonably well placed to continue to deliver its priorities in the face of further financial challenges”*

 *“Despite some strengths and areas of progress, aspects of the Council’s arrangements are not fully supporting decision-making and the delivery of the Council’s agreed priorities”*

 *“The Council has taken significant strides forward in its use of resources and now needs to co-ordinate the elements more systematically in the face of future financial challenges”*


 *“The Council made good progress against the improvement priorities we looked at but its performance against the national indicators declined slightly.”*

The Auditor General has not made any statutory recommendations with which the Council must comply. Instead seven advisory proposals for improvement have been made. In response an action plan was drawn up for which progress is regularly monitored.

Link to the Wales Audit Office [Annual Improvement Report](#).

Corporate Health and Safety

Flintshire County Council recognises and is committed to delivering its duties and responsibilities as an employer with regard to health and safety. It strives to fully meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable to safeguard the health and safety of our employees and others who may be affected by the Authority’s activities.

 The Council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under RIDDOR to the Health & Safety

Executive (HSE) are investigated. All statistical data is gathered by Corporate Health and Safety and provided to the relevant portfolios/services for detailed trend analysis.

✓ The Corporate Health and Safety Steering Group continue to meet on a quarterly playing a major part in identifying risk management priorities and demonstrating health and safety leadership. The new Portfolios have presented the group with annual health and safety reports, reviewed health and safety action plans, detailed accident/investigation statistics and claims data for 2014/15.

✓ Corporate Health and Safety continue to raise the awareness of the Agile Health and Safety Standard, supporting e-learning and checklists.

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

⚠ The Corporate Health and Safety team will continue to support and assist Portfolio's with service change and the reduction of employees. It is important that services ensure health and safety management arrangements are reviewed and/or maintained and monitored through periods of change. The Corporate Health and Safety Steering Group will continue to seek assurances from each of the Portfolios of these arrangements and the Corporate Health and Safety Team will monitor to ensure the effectiveness of health and safety arrangements through inspection/accident investigations and audits.

Appendices

Appendix A – Improvement Plan 2014/15 Risk Summary

Appendix B – Improvement Plan Measures data table

Appendix C – NSI and PAM data table

Appendix D – Table of Collaborative Activity

Appendix E – Glossary

Feedback and how to Obtain Further Information

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

- [Single Integrated Plan](#)
- [Single Integrated Plan Monitoring Report 2014/15](#)
- [Flintshire County Council Improvement Plan 2014/15](#)
- [Annual Improvement Report](#) including Corporate Assessment from the Auditor General for Wales
- [National Performance Bulletin 2014/15](#)
- [National Survey for Wales 2014/15](#)
- [Flintshire Social Services Annual Performance Report 2014/15](#)
- [Annual Strategic Equality Plan Report 2014/15](#)
- [Welsh Language Scheme Monitoring Report 2014/15](#)

Thank you for reading our Annual Performance Report for 2014/15.

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

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

In addition, should you wish to know more about our priorities for 2015/16 please read our [Improvement Plan 2015/16](#). Again, your views regarding future priorities, plan content and layout are welcome.

Please contact us on:

Tel: 01352 701457

Email: policy.and.performance.team@flintshire.gov.uk

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IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015								
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014	Year end 2014/15		Target Score
Housing	Extra Care Housing	Switching revenue resources from more traditional to new housing and care service models	A	↔	A	G	↓	G Apr '15
		Demand and aspirations for alternative housing models for independent living			A	G	↓	G Apr '15
		Specialist demand e.g.dementia and physical and learning disabilities	A	↔	R	A	↓	G Oct '15
	Modern, Efficient and Adapted Homes	Maximising joint resources with partners	G	↔	G	A	↑	G Dec '14
		Availability of private finance	G	↓	A	G	↓	G May '15
		Developers building affordable housing	A	↓	A	G	↓	G May '15
		Unclear about change implications proposed through planning bill.			G	G	↔	G TBC
	Achieve the Welsh Housing Quality Standard	Ensuring Contractors perform effectively & costs contained within budget	G	↔	G	G	↔	G Mar '15
		Agree approach to dismantle HRA subsidy system.			A	G	↓	G Apr '15
		Identification of plans and resources to meet the WHQS by 2020	G	↔	G	G	↔	G Mar '15
Living Well	Independent Living	Ensuring we have enough capital funding for disabled facilities grants	A	↔	A	A	↔	G Mar '16
		Keeping up with specialist demand e.g.dementia	A	↑	A	A	↔	G Apr '16
		How we encourage greater independence	G	↓	A	A	↔	G Jun '15
		Service user / family resistance to new technologies eg telecare			A	G	↓	G Jun '15
		Managing demand and expectations with limited resources			A	A	↔	G 2017
	Integrated Community Social and Health Services	Ensuring effective joint working with BCUHB	A	↔	A	A	↔	G 2016
		Ensuring new model doesn't result in increased costs	A	↓	A	A	↔	A Jun '15
		Spending Intermediate Care Fund on sustainable services after funding ends.			G	G	↔	G Mar '15
Economy and Enterprise	Business Sector Growth in Deeside	Ensure the DEZ can be continued with pace.			A	A	↔	G Mar '16
		Ensure the DEZ has proportionate financial support from WG.			A	A	↔	G 2016
		Work with local employers and learning providers to meet skills based needs	A	↔	A	A	↔	G Apr '16
	Town and Rural Regeneration	Maximising funding opportunities through external programmes	R	↑	R	A	↓	G Jun '15
		Ensuring sufficient project management capacity to successfully complete programmes	A	↑	R	A	↓	A Jun '15
	Social Enterprise	How we maintain capacity and investment to support development of social enterprises	G	↔	G	A	↑	G Aug '15
Building skills in the community for development of social enterprises		A	↔	A	A	↔	G Aug '15	

IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015								
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014	Year end 2014/15		Target Score
		Local Social enterprises need to compete effectively in the market	A	↓	A	A	↔	G May '16
Skills and Learning	Modernised and High Performing Education	Ensure schools receive the support they need to provide school improvement services	A	↑	A	G	↓	G Jul '16
		Ensuring schools work together to share and develop best practice	A	↔	A	A	↔	G Jul '16
		Changing demographics and impact on supply of school places			A	A	↔	A Sep '16
		Limited funding to address backlog of known repair and maintenance works			A	A	↔	A Mar '16
		Programme delivery capacity for the 21st Century Schools Programme			A	R	↑	A 2018
	Apprenticeships and Training	Ensuring employer places match current and future aspirations and needs	G	↔	G	G	↔	G Sept '15
		Ensuring capacity to support paid work placements and other programmes	G	↔	G	G	↔	G Sept '14
		Strengthen links between schools, colleges and employers	G	↔	G	G	↔	G Aug '15
		Ensuring education providers participate fully	G	↔	G	G	↔	G Aug '15
		Work with local employers and learning providers to meet skills based needs			G	G	↔	G Sept '15
Safe Communities	Community Safety	How we can improve public's perception of safety in the community	A	↑	A	G	↔	G Jan '15
		Ensuring new Community Safety Partnership arrangements work effectively	A	↓	A	G	↔	G Jan '15
		How we can fund the provision of CCTV with local partners	A	↔	A	A	↔	G TBC
	Traffic and Road Management	Gaining public and local support for road safety schemes	A	↑	A	G	↓	G Sep '14
		Being able to obtain timely decisions of statutory approval for schemes from WG.			A	A	↔	A Jun '15
Poverty	Welfare Reform	Meeting growing costs of homelessness prevention	A	↔	A	A	↔	A Mar '16
		Advice and support services sufficient to meet demand	A	↔	A	A	↔	A Mar '16
		Eviction levels rising if tenants are unable to pay their rent			A	A	↔	A Jan '15
		Local economy may suffer as residents have less income to spend	A	↔	A	A	↔	A Mar '16
		Resources to meet Universal Credit roll-out requirements			G	G	↔	G Mar '16
	Fuel Poverty	Residents may not take up the energy efficiency measures as we hope	G	↔	G	A	↑	G Apr '15
		Available funding might fall short of public demand	G	↔	G	A	↑	G Dec '15

IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015								
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014	Year end 2014/15		Target Score
Environment	Transport Infrastructure and Services	Ensuring county's infrastructure is adequate to support economic growth	G	↓	G	A	↑	A Sep '14
		Securing funding for highways infrastructure to remain safe and capable of supporting economic growth	G	↓	G	A	↑	A Sep '14
		Ensuring sustainable transport options remain attractive to users	G	↓	G	G	↔	G Jan '15
		Transition of TAITH to new model for regional transport			A	A	↔	A Jan '15
		Reductions in WG grants for subsidising services.			G	A	↑	A Jan '15
	Carbon Control and Reduction	Ensuring recycling/energy efficiency programmes are supported	G	↓	G	G	↔	G Jan '15
		Securing sufficient funding for renewable energy schemes	A	↑	A	G	↓	A Sep '15
		Securing sufficient funding to maintain recycling service.			R	A	↓	G 2018/19
		Securing sufficient funding for further street lighting improvement programmes.			G	G	↔	G Apr '15
		Modern and Efficient Council	Organisational Change	Gaining workforce/union agreement and acceptance of the transition to new operating model	A	↔	G	G
Transitional risks of the operating model.					G	G	↔	G Jul'14
People Change and Development	Keep up workforce motivation and morale		A	↔	A	A	↔	G Jun '15
	Ensuring organisational capability to make changes and sustain new operating model		A	↔	A	A	↔	G Jun '15
	Control terms of employment post implementation to prevent new equal pay claims				A	G	↓	G Apr '15
Procurement Strategy	Ensure internal adoption of revised procurement practice and process		G	↔	G	A	↑	G Ongoing
	Keep up pace of collaboration to maximise procurement efficiencies		G	↓	A	G	↓	G Apr '15
	Applying community benefit clauses within contracts		A	↓	A	G	↓	G Apr '15
Assets	Gaining public acceptance		G	↓	G	G	↔	G Jun '14
	How we can invest and ensure we have capacity to implement the strategy		G	↓	G	G	↔	G Apr '16
	Buildings used effectively to match our priorities		G	↓	G	G	↔	G Apr '16
	Gain workforce agreement and acceptance of agile working practices		G	↓	G	G	↔	G Jun '14
Access to Council Services	How we can ensure investment to further improve access to our services		G	↔	G	G	↔	G Jan '15
	Adjust processes and practices to support Flintshire Connects and the increased use of self-service		A	↔	A	G	↓	G Jan '15
	Ensuring a positive public response to the changing ways services can be accessed		G	↔	G	G	↔	G Jan '15
	Ensuring our customers can access our digital services		G	↔	G	G	↔	G Jan '15

IMPROVEMENT PLAN 2014/15 RISKS SUMMARY - APRIL 2015								
Priority	Sub Priority	Risks (summarised)	Year end 2013/14		Q1 Jun 2014	Year end 2014/15		Target Score
	Financial Strategy	Ensuring capital and revenue resources are sufficient to operate effectively.			R	A	↓	R Jun '15
		Uncertainty of Welsh Government Funding (80% of the funding of council services).			R	A	↓	R Jun '15
		Gaining Agreement to the financial strategy.			A	A	↔	R Oct '15
		Delivery of the 2014/15 efficiency savings in full.			A	A	↔	A Jun '14
		Gaining agreement to further efficiency measures from 2015/16 onwards.			A	A	↔	R Oct '15
		Gaining agreement to a new corporate approach for fees and charges.			R	A	↓	A Oct '14
Key		Risk not identified in 2013/14						

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Modern, Efficient and Adapted Homes					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Provision of a management service for 26 private rented sector properties	Not Applicable New Measure	26 properties	15	R	Not Applicable
Entering into a lease agreement for 10 over 55's properties	Not Applicable New Measure	10 properties	1	R	Not Applicable
Receive the freehold for and manage 19 units of gifted accommodation	Not Applicable New Measure	19 units	15	A	Not Applicable
IPH2M1 - Number of empty homes brought back into use	32 homes	30 homes	30 homes	G	Downturned

Sub-Priority: Achieve the Welsh Housing Quality Standard					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Capital Works Target – Heating Upgrades	977	600	966	G	Downturned
Capital Works Target – Kitchen Replacements	1118	922	1023	G	Downturned
Capital Works Target – Smoke Detectors	804	Initially set as 500 revised to 475	439	A	Downturned
Capital Works Target – Bathroom Replacements	200	Initially set as N/A, revised to 120	127	G	Downturned
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.	Not Applicable New Measure	Establish baseline	Not Available	Not Applicable	Not Applicable
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 has now increased to £9.93m	£9.93m	G	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Independent Living					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	257 days	257 days	619 days	R	Downturned
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	247 days	247 days	322 days	A	Downturned
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%	77.81%	G	Improved
Number of minor adaptations (under £1000) completed for service users with a disability. (Year to date) <i>*Note: Baseline data for measure 1 is based on minor adaptations (under £500) in private dwellings</i>	377 *	TBC	608	Not Applicable	Improved
Number of people receiving Direct Payments / Citizen Directed Support on last day of period.	302	320	378	G	Improved
Maintain the percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)	86.00%	90.00%	86.00%	A	Maintained
Number of families referred to IFSS (Flintshire County Council only)	13	Initially TBC, revised to Maintain 13	19 families	G	Improved
Average “distance travelled” score at 12 month review	1.4	Maintain 1.4	Not Available	Not Applicable	Not Applicable
SCC/010a – The percentage of referrals that are re-referrals within 12 months	13.00%	Below 15.00%	26.20%	A	Downturned
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	53.00%	82.00%	73.90%	A	Improved

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	84.89%	90.00%	85.20%	A	Improved
Homeless prevention for at least 6 months for people who are victims of domestic abuse.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable
Homeless prevention for at least 6 months for people who are ex-offenders.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable
Homeless prevention for at least 6 months for people who are young people including care leavers.	Not Applicable New Measure	Baseline to be established	Not Available	Not Applicable	Not Applicable

Sub-Priority: Integrated Community Social and Health Services

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
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.	85.00%	75% - 80%	82.40%	G	Downturned

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Business Sector Growth					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Percentage of enquiries converted to investment in Flintshire	Not Applicable New Measure	Baseline Year	Annual average 60.00%	Not Applicable	Not Applicable
Number of jobs created and sustained in Flintshire	Not Applicable New Measure	Baseline Year	Annual total 1,130 new jobs	Not Applicable	Not Applicable
Percentage of enquiries converted to investment in the DEZ	54.00%	60.00%	Annual average 63.00%	G	Improved
Number of jobs created and sustained in the DEZ	1234 jobs	1300 jobs	1,012 new jobs and 250 safeguarded Combined total 1,262	A	Improved

Sub-Priority: Town and Rural Regeneration					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	10 grants	25 grants	15 grants	A	Improved
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	11.26 jobs	40 jobs	57.19 jobs	G	Improved
40 micro enterprises created through the delivery and completion of the in-year rural development schemes	16 micro enterprises	40 micro enterprises	58 micro enterprises	G	Improved
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes	10 renewal projects	35 renewal projects	39 renewal projects	G	Improved
21 community facilities sustained through the delivery and completion of the in-year rural development schemes	12 community facilities	21 community facilities	28 community facilities	G	Improved

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Social Enterprise					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Establish or assist 5 social enterprises	Not Applicable New Measure	5 social enterprises	7 social enterprises	G	Not Applicable
The number of Social Enterprises which survive and prosper	Not Applicable New Measure	Not Applicable Management Information	Not Available	Not Applicable	Not Applicable
Establishment of further social enterprises from within the Council	1 social enterprise	1 social enterprise	1 social enterprise	G	Maintained

Sub-Priority: Modernised and High Performing Education					
Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn (Summer 2014)	Performance RAG	Performance Trend
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	68.50%	72.40%	68.40%	A	Downturned
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	86.50%	87.30%	88.70%	G	Improved
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	88.20%	90.00%	88.40%	A	Improved
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	72.70%	75.00%	73.30%	A	Improved
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	85.80%	86.80%	89.40%	G	Improved

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn (Summer 2014)	Performance RAG	Performance Trend
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	88.10%	89.00%	89.00%	G	Improved
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	85.50%	86.20%	86.10%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	80.00%	82.00%	84.30%	G	Improved
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)	79.60%	81.40%	82.70%	G	Improved
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	62.20%	66.20%	61.90%	A	Downturned
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)	91.20%	94.60%	93.20%	G	Improved
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	35.70%	51.50%	37.30%	A	Improved
IPSK1M9 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	293	323.9	307.6	A	Improved

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn (Summer 2014)	Performance RAG	Performance Trend
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification	Initially 0%, revised to 0.70%	Initially set as 0%, revised to 0.30%	0.30%	G	Improved
Surplus Places					
EDULM12a - Reduce the percentage of surplus places (primary)	16.30%	Initially set as 10%, revised to 15.40%	15.45%	A	Improved
EDULM12b - Reduce the percentage of surplus places (secondary)	17.30%	Initially set as 10%, revised to 17.40%	17.98%	A	Downturned

Sub-Priority: Apprenticeships and Training

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target	2014/15 Outturn (Summer 2014)	Performance RAG	Performance Trend
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.70%	5.10%	3.30%	G	Improved
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months	1.00%	0.95%	2.40%	A	Downturned
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months	0.80%	0.75%	0.50%	G	Improved
Securing high levels of 16 years olds in education, employment and training	96.40%	97.90%	99.6%	G	Improved

Appendix B - Improvement Plan Measure Data Table

Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.	71.50%	72.00%	70.2%	A	Downturned
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.	52.50%	53.00%	51.00%	A	Downturned
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.	29.70%	30.00%	28.00%	A	Downturned

Sub-Priority: Community Safety

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	28.00%	28.00%	23.00%	G	Improved
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions	12 schools (100%)	6 schools	10 schools	G	Downturned
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw Production	90.00%	87.00%	90.00%	G	Maintained
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	67.08%	80.00%	89.00%	G	Improved
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)	69.53%	80.00%	80.00%	G	Improved
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	88.60%	85% - 100%	93.00%	G	Improved
SCY/003b - All young people on a statutory order with a substance misuse issue are offered an intervention within 10 working days	100.00%	85% - 100%	100.00%	G	Maintained
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	3 days	3 days	4.5 days	A	Downturned
IPSC2M5 - Installation and replacement of structurally failed street lighting columns	5.00%	5.00%	4.80%	A	Downturned
Remove graffiti from Council buildings and property within the agreed Streetscene timescales	2 working days	2 working days	2 working days	G	Maintained

Appendix B - Improvement Plan Measure Data Table

Percentage of wards who have agreed a protocol for EVAs and identified priority areas.	100.00%	90% - 100%	Not Available	Not Applicable	Not Applicable
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Sub-Priority: Traffic and Road Management

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPSC2M1 - Implement 20 mph advisory zones	0 schools	65 schools	89 schools	G	Improved
The percentage of collisions in 'collision cluster sites' investigated and actioned	Not Applicable New Measure	100.00%	100.00%	G	Not Applicable
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	3 days	3 days	4.5 days	A	Downturned
Time taken to respond to service requests for highway defects	Not Applicable New Measure	1 day	1 day	G	Not Applicable
IPSC2M7 - Implement road safety schemes	100.00%	100.00%	100.00%	G	Maintained

Sub-Priority: Welfare Reform

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	84.89%	90.00%	85.20%	A	Improved
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy	50	65	83	G	Improved
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.3 million	£2 million	£3.1 million	G	Improved

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	1,680	Not Applicable	1,622	Not Applicable	Downturned
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Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
The following indicators are provided for information and monitoring only and are not suitable for setting targets against					
Number of residents supported to successfully challenge adverse benefit decisions	180	Not Applicable	189	Not Applicable	Improved
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>	Not Applicable New Measure	Not Applicable	£1.2 million	Not Applicable	Not Applicable
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	Not Applicable New Measure	Not Applicable	£259,000	Not Applicable	Not Applicable
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Not Applicable New Measure	Initially set as 190, but target Not Applicable	55	Not Applicable	Not Applicable
Number of Universal Credit claimants assisted with on-line access	Not Applicable New Measure	Initially set as 140, but target Not Applicable	2	Not Applicable	Not Applicable
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service	Not Applicable New Measure	Initially set as 250, but target Not Applicable	88	Not Applicable	Not Applicable

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Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Fuel Poverty					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Number of homes receiving energy efficiency measures	Not Applicable New Measure	Initially set as 25, revised to 177	204	G	Not Applicable
Average SAP score of Council homes receiving measures	65	70	79	G	Improved
Overall annual fuel bill reduction for residents	£142,430	£175,000	£244,360	G	Improved
Annual reduction in carbon emissions	11,661 tonnes	25,000 tonnes	24,949 tonnes	A	Improved

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPE2M5 – Number of homes benefiting from improved domestic energy performance measures	466 homes	650 homes	839 homes	G	Improved
IPP2M4 - Number of Council homes receiving energy efficiency measures	161 council homes	400 council homes	417 council homes	G	Improved
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)	Not Applicable New Measure	233 council homes	187 council homes	R	Not Applicable

Sub-Priority: Transport Infrastructure and Services

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPE1M1 - Completion of funded projects within the Regional Transport Fund	3 projects	3 projects	3 projects	G	Maintained
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4.30%	6.00%	4.50%	G	Downturned
Inspections to identify overrunning streetworks (Measure changed during year from 'Road works being completed within agreed timescales')	Not Applicable New Measure	Baseline Year	Not Available	Not Applicable	Not Applicable
Inspections of street works while works are being undertaken (Measure changed during year from 'Number of revisits to defective road works')	10.00%	12.00%	12.00%	G	Improved
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	82,500 users	120,000 users	353,000 users	G	Improved
THS/007 - The percentage of adults aged 60 or over who hold a concessionary travel pass	Initially stated as 80.94% but should have been 76.01%	78.00%	79.47%	G	Improved
Number of passengers on Deeside Shuttle	63,500 passengers	64,000 passengers	79,488 passengers	G	Improved

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Carbon Control and Reduction					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.51% (increase) 18.53% (cumulative reduction weather corrected)	21% cumulative reduction	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	A	Improved
Investment in renewable energy schemes	£300k	£100k	£100k	G	Downturned
Monitoring the fuel consumption of our fleet (litres)	Not Applicable New Measure	Baseline Year	Unleaded 20,966.06 litres Diesel 1,201,705.93 litres	Not Applicable	Not Applicable
Reduction in carbon emissions from Council street lighting through installing improved and energy efficient street lighting, signs and bollards.	1.8% per annum	1.75% per annum	3.8% per annum	G	Improved
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.	Initially stated as 55.07%, subsequently validated as 55.13%	57.00%	55.00%	A	Downturned
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.	54.47%	67.00%	62.00%	A	Improved

Appendix B - Improvement Plan Measure Data Table

IPE1M7 - Number of users on the cycleway networks evidenced through counter data	82,500 users	120,000 users	353,000 users	G	Improved
Increased bus passenger numbers	Not Applicable New Measure	Baseline Year	Not Available	Not Applicable	Not Applicable
IPE2M11 - Reduce the number of corporate office buildings we own and occupy	0	Reduction of 1 building	1	G	Improved

Sub-Priority: Organisational Change

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	65% Improvement plan targets met	75.00%	67.00%	A	Improved
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model. <i>(Measure reworded in year for clarification)</i>	Not Applicable New Measure	Initially £1.450m, target changed to £0.460m once measure reworded	£0.392m	A	Not Applicable
Number of mergers/re-alignments achieved in functional areas	Not Applicable New Measure	Between 5 and 8	11	G	Not Applicable
Number of sustainable models agreed for transformation (alternative delivery models)	Not Applicable New Measure	Between 5 and 9	12 in development	A	Not Applicable
Overall annual efficiency savings from senior management phase 2 proposals (employees) <i>(Measure reworded in year for clarification)</i>	Not Applicable New Measure	Initially £1.450m, target changed to 'N/A' once measure reworded	£1.123m	Not Applicable	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Financial Strategy					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPME2M1 - Resources in place to fund 2014/15 priorities	100%	100% for 2015/16 budget	100.00%	G	Maintained
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Not Applicable New Measure	85.00%	87.00%	G	Not Applicable
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.	Not Applicable New Measure	80.00%	100.00%	G	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.	Not Applicable New Measure	80.00%	100.00%	G	Not Applicable
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.	Not Applicable New Measure	85.00%	87.00%	G	Not Applicable
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to bring the outturn within budget.	Not Applicable New Measure	15.00%	Not Available	Not Applicable	Not Applicable
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.	Not Applicable New Measure	20.00%	Not Available	Not Applicable	Not Applicable
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.	Not Applicable New Measure	20.00%	Not Available	Not Applicable	Not Applicable
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.	Not Applicable New Measure	15.00%	Not Available	Not Applicable	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: People Change & Development					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	Initially stated as 10.82 days/shifts, confirmed as 10.38 days/shifts	9.6 days/shifts	10.66 days/shifts	R	Downturned
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%	51.00%	100.00%	30.65%	R	Downturned
Reduced expenditure for agency / interim workers and consultants.	£2.7m	10% reduction (£270,000)	£3.2m (includes £700,000 off contract spend)	R	Downturned
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria.	92 employees	Initially set as 125-135 employees, reduced in year to 115 - 120 employees	79 employees	A	Downturned
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.	98.00%	90% - 95%	98.00%	G	Maintained

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Asset Strategy					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works <i>(The lower the outturn figure the better the performance)</i>	1.40%	1.60%	1.30%	G	Improved
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works <i>(The lower the outturn figure the better the performance)</i>	39.50%	42.00%	39.00%	G	Improved
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works	59.10%	56.40%	59.70%	G	Improved
ESM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.51% (increase in year) 18.53% (cumulative reduction weather corrected)	21% cumulative reduction	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	A	Improved
Reduction in square meters of occupied office accommodation	Not Applicable New Measure	10.00%	22.00%	G	Not Applicable
Reduction in other operational assets (square meters) excluding schools	Not Applicable New Measure	2.00%	5.40%	G	Not Applicable
Number of assets transferred to the community through Community Asset Transfer or other mechanism	2	Between 2 & 4	3	G	Improved

Appendix B - Improvement Plan Measure Data Table

Sub-Priority: Procurement Strategy					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£303,000	£250,000	£530,263	G	Improved
Percentage of applicable contracts which include community benefits clauses	100.00%	100.00%	100.00%	G	Maintained

Sub-Priority: Access to Council Services					
Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPME6M1 - The opening of new Flintshire Connects Centres	2	4 (cumulative)	3 (cumulative)	A	Improved
IPME6M2 - Scale of use of all Flintshire Connects Centres (football)	43,656	70,000	81,195	G	Improved
Range of services provided	Holywell only = 36	36	36	G	Maintained
IPME6M3 - Customer satisfaction rating	Holywell only = 100% (based on verbal feedback)	90.00%	98.00%	G	Downturned
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	83.93%	84.00%	76.23%	A	Downturned
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	2,001,881	2,000,000	1,391,345	R	Downturned
IPME6M5a - Customer feedback: satisfied with visit to website * Desktop version Mobile version	Not Available	80.00%	54% Desktop 52% Mobile	R	Not Applicable

Appendix B - Improvement Plan Measure Data Table

Achievement Measures	2013/14 Baseline Data	2014/15 Target	2014/15 Outturn	Performance RAG	Performance Trend
IPME6M6 - Take-up of Flintshire's Mobile App	293	200	805	G	Improved
IPME6M5b - Customer feedback: successfully found what they were looking for * Desktop version Mobile version	Not Available	80%	54% Desktop 52% Mobile	R	Not Applicable
IPME6M7 - No. of enquiries received via the mobile app	393	150	1,412	G	Improved

Appendix B2 - Red Improvement Plan Measures

Sub-Priority: Modern, Efficient and Adapted Homes				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
Provision of a management service for 26 private rented sector properties	26 properties	15	R	The business plan projected that NEW Homes would be managing 26 units of accommodation by the end of 2014/15. The company has signed up 15 properties which is below targeted projections. Throughout the year limited time has been available for marketing as capacity was invested on set up. It is expected the numbers will grow in the next 12 months.
Entering into a lease agreement for 10 over 55's properties	10 properties	1	R	There has been interest in the Over 55's lease option, however progress has been delayed whilst legal complexities regarding allocation or properties were resolved. Now that these have been resolved numbers are fully expected to grow. As at year end one lease agreement had been entered into.
Sub-Priority: Independent Living				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	257 days	619 days	R	There were only two adaptations undertaken for children through DFG's during 2014/15. Due to the highly complex nature of both adaptations the total days taken were 1,238 days, giving an annual average of 619 days.

Sub-Priority: Fuel Poverty				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas	233 council homes	187 council homes	R	Of the targeted 233 council homes due to have gas systems fitted, 187 homes were converted in 2014/15. There were 26 refusals. The main issues were: (1) The ground conditions in Mostyn caused some delay in the delivery programme as did weather conditions over the winter which resulted in Wales and West Utilities having to respond to emergency call outs across the region. (2) Capacity was tested due to the size of the project and in trying to balance the support provided to other large scale projects such as Vibrant and Viable Places.
Sub-Priority: People Change & Development				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	9.6 days / shifts	10.66 days / shifts	R	Managing attendance at work remains a priority and continued measures are in place to keep absences to a minimum wherever possible. These include reporting and action planning across each Portfolio. Absences reporting including trigger reports are produced on a monthly basis and issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%.	90%	30.65%	R	The year end outturn figure of 30.65% does not accurately reflect the actual percentage of appraisals undertaken. A greater percentage have been undertaken but were not entered into the corporate system (iTrent). HR and service managers are working with services to ensure that the system is used to capture an accurate record of appraisals undertaken.

Sub-Priority: People Change & Development				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
Reduced expenditure for agency / interim workers and consultants.	10% reduction (£270,000)	£3.2m (includes 700k off contract spend)	R	<p>HR Business Partners continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. However, as the organisation progresses through structural changes it has been necessary in some areas to continue using agency workers. For example, a large proportion of the expenditure within Streetscene and Transportation is attributable to the increased number of vacancies at operative level. These posts were not filled pending the roll out of the various business planning proposals.</p> <p>Similarly Social Services are currently holding vacant front line service posts and will use these as opportunities for redeployment when the service changes linked to the Business Plans are implemented. As they are front line posts, the work must be carried out and therefore agency workers are engaged to provide cover on a temporary basis.</p> <p>Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end.</p>
Sub-Priority: Customer Access				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
Scale and take-up of the new digital services (no. of visitors) per annum	2,000,000	1,391,345	R	In total 1,391,345 visitors took up the digital services. The new look website was launched in October 2014. The target set for 2014/15 was based on visitor numbers to the old website. The new website also has better analytics to measure website usage which will inform future target setting.

Appendix B2 - Red Improvement Plan Measures

Sub-Priority: Customer Access				
Achievement Measures	2014/15 Target	2014/15 Outturn	Performance RAG	Commentary
Customer feedback: satisfied with visit to website: Desktop & Mobile	80%	54% Desktop 52% Mobile	R	Due to the work being undertaken to redesign the website for its launch in October 2014, SOCTIM surveys for customer feedback were not undertaken until the beginning of quarter 3. The number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.
Customer feedback: successfully found what they were looking for: Desktop & Mobile	80%	61% Desktop 60% Mobile	R	

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
Organisational Change						
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - Annual PI	NSI	5314.73 Visits	5,500 Visits per 1,000	4,991 Visits per 1,000	A	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	10056.59 Visits per 1,000	9700 Visits per 1,000	9,739 Visits per 1,000	A	Downturned
Social Services						
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	246.43 days	Not Set Mgt Info	328 days	G	Downturned
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	2.59 rate per 1,000	2 rate per 1,000	2.30 per 1,000	A	Improved
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	65.15 Rate per 1,000	Not Set Mgt Info	51.36 per 1,000	N/A	Downturned
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	15.9 Rate per 1,000	21 Rate per 1,001	16.02 per 1,000	G	Improved
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.48%	90%	98.2%	A	Downturned
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	90.72%	90%	92.3%	G	Improved
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	98.90%	95%	99.33%	G	Improved
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	85.10%	90%	86.03%	A	Improved
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	6.54%	10%	8.6%	G	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	90.14%	80%	77.0%	A	Downturned
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	52.54%	54%	57.0%	G	Improved
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	76.57%	93%	90.7%	A	Improved
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	75%	90%	88.9%	A	Improved
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	91.67%	95%	87.5%	A	Downturned
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	58.33%	75%	87.5%	G	Improved
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	98%	100%	G	Maintained
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	82.14%	Not Set Mgt Info	89.3%	N/A	Improved
Planning & Environment						
PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	NSI	33 homes	Not Set Mgt Info	39 homes	N/A	Improved
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	PAM	85.70%	80%	95.61%	G	Improved
Community & Enterprise						

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months - Annual PI	NSI / PAM	84.89%	90%	85.2%	A	Improved
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - Annual PI	NSI	6.73%	8.71%	3.88%	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
Streetscene & Transportation						
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI / PAM	41.67%	40%	42.28%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including sources segregated biowastes that are composted or treated biologically in another way	NSI / PAM	55.13%	59%	55%	A	Downturned
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	95.81%	95%	97.70%	G	Improved
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - Annual PI	PAM	92.90%	95%	95%	A	Improved
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	75.50%	78%	79.5%	G	Improved
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - Annual PI	PAM	4.30%	6%	4.5%	G	Downturned
THS/012a: The percentage of principal (A) roads that are in overall poor condition - Annual PI		1.5%	Not Set Mgt Info	1.2%	N/A	Improved
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - Annual PI		1.2%	Not Set Mgt Info	1.3%	N/A	Downturned
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - Annual PI		6.9%	Not Set Mgt Info	7.3%	N/A	Downturned
People & Resources						
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.38 days / shifts	9.6 days / shifts	10.6 days / shifts	R	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
Education & Youth						
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	NSI / PAM	0.72%	0.30%	0.1%	G	Improved
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	NSI	72%	3%	0.0%	G	Improved
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - Annual PI	NSI / PAM	85%	86.20%	86.1%	A	Improved
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - Annual PI	PAM	79.99%	82%	84.3%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - Annual PI	NSI	6%	TBC	4.6%	N/A	Downturned
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - Annual PI	NSI / PAM	526.73 Points	542.2 Points	547.5 points	G	Improved
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - Annual PI	NSI	92.3%	90%+	87.7%	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Performance Trend
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - Annual PI	NSI	100%	100%	100%	G	Maintained
EDU/016(a): The percentage of pupil attendance in primary schools - Annual PI	PAM	94.2%	94% - 95%	94.80%	G	Improved
EDU/016(b): The percentage of pupil attendance in secondary schools - Annual PI	PAM	93.3%	93% - 94%	93.9%	G	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - Annual PI	NSI / PAM	62.2%	66.20%	61.9%	A	Downturned
SCC/002: The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months - Annual PI	NSI	14.8%	10%	18.2%	A	Downturned
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting - Annual PI	NSI	225 Points	192 Points	358 points	G	Improved

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
IMPLEMENTED COLLABORATION PROJECTS							
SOCIAL CARE							
1	North Wales Commissioning Hub <i>A joint service across North Wales that negotiates complex care placements for adults and children</i>	Denbighshire	All 6 NW Local Authorities BCUHB	4	October 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Management Board NWSSIC Social Services and Health Programme Board RLB
2	North East Wales Community Equipment Stores (NEWCES) <i>A joint service providing community equipment for health patients and local authority service users</i>	Flintshire	Flintshire Wrexham BCUHB	4	Existing (confirm date of implementation)	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board Reports to Individual Agency / LA Political Processes as required
3	North Wales Adoption Service <i>A joint service across North Wales providing Adoption Services</i>	Wrexham	All 6 NW Local Authorities	4	April 2010	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board meetings Reports to North Wales Social Services Improvement Collaborative (NWSSIC) Reports to individual LA's political processes as required Social Services and Health Programme Board
4	Regional Safeguarding Children's Board <i>North Wales Safeguarding Childrens Board required by Welsh Government Guidance</i>	Conwy	All 6 NW Local Authorities	4	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Reports to NWSSIC Reports to LAs political processes as required
5	Emergency Duty Team <i>A joint service for providing emergency out of hours social work support</i>	Wrexham	Wrexham Flintshire Denbighshire	4	April 2008	<ul style="list-style-type: none"> Resilience Quality 	<ul style="list-style-type: none"> Local Performance reporting
6	Enhanced Unpaid Work <i>Utilisation of a Third Sector agency to provide support to young people; collaborate regionally and deliver locally</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> Quality Efficiencies Direction 	<ul style="list-style-type: none"> Local performance reporting in year
7	Sub Regional Safeguarding Children's Board	Flintshire	Flintshire Wrexham	4	2011	<ul style="list-style-type: none"> Resilience Quality 	<ul style="list-style-type: none"> Reports to NWSSIC Reports to LA pilot process as

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	<i>Sub-Regional Governance overseeing Children's Safeguarding</i>					<ul style="list-style-type: none"> • Efficiencies 	required
8	Substance Misuse and Health <i>Multi-agency partnership overseeing substance misuse services in the region</i>	Health Authority	All 6 NW Local Authorities and Health Authority	4	2009	<ul style="list-style-type: none"> • Quality • Efficiencies • Direction 	<ul style="list-style-type: none"> • YOT Management Board • Community Safety Partnerships • Area Planning Boards
9	Telecare <i>Multi-agency partnership overseeing telecare services in the region</i>	Conwy	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	4	2011	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting in year
10	Integrated Family Support Service (IFSS) <i>Joint operational service providing specialist services to families with complex needs</i>	Flintshire	Wrexham Flintshire	4	April 2013	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting
11	North Wales Mental Health Partnership Board <i>Partnership approach to the development and delivery of mental health services across North Wales</i>	BCUHB	All 6 North Wales Local Authorities	4	2012	<ul style="list-style-type: none"> • Resilience • Quality 	<ul style="list-style-type: none"> • Regional Programme Board
PLANNING & ENVIRONMENT							
12	Flood Risk Management Strategy <i>Joint development of strategy utilising model developed by Conwy</i>	Conwy	Flintshire Ynys Mon	4	2013	<ul style="list-style-type: none"> • Resilience • Quality • Direction 	<ul style="list-style-type: none"> • Local performance reporting
13	Public Protection – Trading Standards <i>Operational delivery through shared officers</i>	Flintshire	All 6 NW Local Authorities	4	April 2014 <i>(to be reviewed annually)</i>	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local Performance Reporting
14	Specialist Planning (Minerals and Waste) <i>Provision of a resilient staffing resource to deal with all relevant planning applications, policy development and site monitoring</i>	Flintshire	All 6 NW Local Authorities	4	April 2011	<ul style="list-style-type: none"> • Resilience • Quality 	<ul style="list-style-type: none"> • Local Performance Reporting

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No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
TRANSPORT & STREETSCENE							
15	TAITH <i>Joint project board delivering substantial and significant improvements to public transport across the region</i>	Flintshire	All 6 NW Local Authorities	The operations of Taith have ended following the loss of grant funding from WG. Individual partnering Councils have taken on specific workstreams	2003	<ul style="list-style-type: none"> • Resilience • Quality • Direction 	<ul style="list-style-type: none"> • Regional Programme Board • North Wales Strategic Directors Meeting
16	Food Waste <i>Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met</i>	Denbighshire	Conwy Denbighshire Flintshire	4	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting • Local performance reporting
LIFELONG LEARNING							
17	21st Century Schools <i>Procurement Framework for 21st Century Schools projects in North Wales</i>	Flintshire & Denbighshire	All 6 NW Local Authorities	4	January 2013	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Formal project management arrangements in place • Programme Board
18	Regional School Improvement & Effectiveness Service <i>Development of a combined School Improvement Service for resilience across the region</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Direction 	<ul style="list-style-type: none"> • Joint Committee & User groups
19	Joint Educational Psychology <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham	4	2014	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Principal Education Psychologist working across Wrexham and Flintshire • Two teams to be merged into one hosted by FCC

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
20	ICT – Education Management Information Service (MIS) <i>Procurement & Hosting – procurement of common education management information system for all North Wales Councils with full hosting provided by Flintshire</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Formal project management arrangements in place North Wales Heads of ICT Forum – Monthly Meetings NW Education Consortium
21	Inclusion Collaborations <i>Aim to develop collaborative working in specialist services (see Joint Sensory Service (item 43)) for additional resilience and efficiency</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> NW Education Consortium Formal project management arrangements in place Formal project management arrangements in place
22	Joint Sensory Impairment <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham Denbighshire	4	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> NW Education Consortium Formal project management arrangements in place Formal project management arrangement in place
23	Procurement <i>The establishment of the Welsh Public Sector National Procurement Service</i>	Welsh Government	Welsh Public Sector	4	November 2013	<ul style="list-style-type: none"> Efficiencies Direction 	<ul style="list-style-type: none"> WG Public Sector Leadership Group NPS Board
PEOPLE AND RESOURCES							
24	Corporate Training <i>Provision of an enhanced training programme and shared resources</i>	Flintshire	Flintshire Deeside College	4	March 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting in year Partnership Board
25	Managed Agency Staff Solution Project (MATRIX) <i>Provision of a cost effective service whilst providing visibility of the temporary workforce.</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost 	<ul style="list-style-type: none"> Local performance reporting in year Partnership Board
26	Occupational Health <i>Combined service provision across both authorities</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Local performance reporting in year

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						<ul style="list-style-type: none"> Quality Cost avoidance 	<ul style="list-style-type: none"> Project Board
COMMUNITY & ENTERPRISE							
27	Houses to Homes – empty homes scheme <i>North Wales partnership which oversees the Welsh Government “Houses for Homes” private sector housing renewal scheme</i>	Flintshire	All 6 NW Local Authorities	4	June 2012	<ul style="list-style-type: none"> Efficiencies Cost avoidance Resilience 	<ul style="list-style-type: none"> No formal governance
28	Supporting People Regional Collaborative Committee <i>Regional commissioning and programme management oversight group</i>	Conwy	All 6 NW Local Authorities/ Providers/WG	4	August 2012	<ul style="list-style-type: none"> Quality Efficiency 	<ul style="list-style-type: none"> Regional Board Reports to National Advisory Board
29	Economic Development <i>Series of work streams to promote economy and regeneration across north wales including developing and prioritising EU projects and encouraging inward investment, tourism and skills</i>	Gwynedd	All 6 NW Local Authorities	4	On-going	<ul style="list-style-type: none"> Resilience Efficiencies Quality 	<ul style="list-style-type: none"> Report to EAB
30	Mersey Dee Alliance (City Region Bid) <i>Deliver the first cross border City Region</i>	Cheshire West	Flintshire Denbighshire Wrexham Wirral Cheshire West	4	2013/14	<ul style="list-style-type: none"> Resilience Efficiencies Quality Direction 	<ul style="list-style-type: none"> Project Board Ad-hoc reporting Local performance reporting
GOVERNANCE							
31	ICT – Joint Procurement Web Content Management System	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement complete Implementation complete across Flintshire and website operational	<ul style="list-style-type: none"> Efficiencies 	<ul style="list-style-type: none"> Operational local performance reporting arrangements
32	ICT – Joint Procurement Hardware	Wrexham	All 6 NW Local Authorities	4	December 2012	<ul style="list-style-type: none"> Efficiencies 	<ul style="list-style-type: none"> North Wales Heads of ICT Forum – monthly contract monitoring meetings
33	ICT - Joint Procurement	Flintshire	Flintshire	4	Procurement	<ul style="list-style-type: none"> Efficiencies 	<ul style="list-style-type: none"> Operational local performance

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No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Service Desk Software</i>		Gwynedd Wrexham		complete Implementation complete within Flintshire; new IT Helpdesk operational	<ul style="list-style-type: none"> Resilience 	reporting arrangements
34	ICT – Disaster Recovery <i>Shared ICT business continuity arrangements</i>	Flintshire	All 6 NW Local Authorities	4	March 2013 Disaster recovery plans shared and adopted in Flintshire	<ul style="list-style-type: none"> Efficiencies Resilience 	<ul style="list-style-type: none"> Operational local performance reporting arrangements
35	ICT – Regional Directory Design <i>Shared ICT user directory across the North Wales public sector to allow agile working and remote access to local systems e.g. a health employee can securely log on to their own systems from a local authority site</i>	Flintshire	All 6 NW Local Authorities	4	September 2013	<ul style="list-style-type: none"> Resilience 	<ul style="list-style-type: none"> Formal project management North Wales Heads of ICT monthly meetings
36	Procurement <i>Regional collaboration on procurement category management</i>	Gwynedd	Flintshire Denbighshire	4	July 2014	<ul style="list-style-type: none"> Efficiencies Resilience 	<ul style="list-style-type: none"> Formal project managements arrangements North Wales Chief Executives Group agreed business case All 3 cabinets agreed business case Market dialogue underway to commission category management consultants Flintshire and Denbighshire procurement teams merger implemented 1st July, 2014
37	Procurement <i>The establishment of the Welsh Public Sector National Procurement Service</i>	Welsh Government	Welsh Public Sector	4	November 2014	<ul style="list-style-type: none"> Efficiencies Direction 	<ul style="list-style-type: none"> WG Public Sector Leadership Group NPS Board

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No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model	
CHIEF EXECUTIVE								
38	Emergency Planning <i>An integrated service for planning, preventing and responding to emergencies</i>	Flintshire	All 6 NW Local Authorities	4	December 2013 Implemented July 2014	<ul style="list-style-type: none"> Resilience Quality Direction 	<ul style="list-style-type: none"> Annual regional report on performance of regional service Local performance reporting in year Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings 	
ORGANISATIONAL CHANGE								
39	North East Wales (NEW) Play <i>Regional scheme to encourage play in local communities and leave a legacy of play across the region</i>	Flintshire	Flintshire Wrexham Denbighshire	4	May 2010	<ul style="list-style-type: none"> Quality 	<ul style="list-style-type: none"> NEW Play Management Board 	
CURRENT COLLABORATION PROJECTS								
GOVERNANCE								
Page 107	40	ICT – National ICT Strategy <i>The implementation of the Welsh Public Sector National ICT Strategy to share, standardise and streamline public sector ICT infrastructure</i>	Welsh Government	Welsh Public Sector	1	On-going. CIO Council now disbanded by WG. Awaiting publication of national Digital First Strategy	<ul style="list-style-type: none"> Compact Efficiencies Resilience 	<ul style="list-style-type: none"> Governance arrangements for new Digital First Strategy not yet published
	41	North Wales Legal Services Collaboration <i>Sharing work and resources across Councils in order to maximise capacity and resilience, and to take greater advantage of specialist knowledge</i>	Wrexham	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> There is a Management Board
ORGANISATIONAL CHANGE								
42	Consultancy Services <i>Make most efficient use of the skills base and capacity of the service</i>	Gwynedd/ Denbighshire	All 6 NW Local Authorities	1	2016	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance reporting 	
43	CyMal <i>Provision of shared archive and building services across North Wales</i>	CyMal	All 6 NW Authorities	1	Potential Service Implementation April 2016	<ul style="list-style-type: none"> Efficiencies Retention of some provision 	<ul style="list-style-type: none"> Preferred Model shared with North Wales Chief Executives, January 2014 Reporting to Governance Group 	

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/ Progress	Implementation or target date	Purpose	Governance Model
					Potential Building Implementation April 2016		
COMMUNITY AND ENTERPRISE							
44	Single Access Route to Housing (SARTH) <i>Regional housing register and allocations policy</i> <i>*Regional Policy County wide delivery and management</i>	Denbighshire	Flintshire Conwy Registered Social Landlord's	3	Pilot April 2014 Live April 2015	<ul style="list-style-type: none"> • Quality • Efficiency 	<ul style="list-style-type: none"> • Steering group with all partners represented plus number of operational sub groups
45	Joint Procurement of Capital Work Programmes <i>FCC and WCBC will jointly procure and manage a roofing contract along the border of the two authorities.</i>	Flintshire	Flintshire Wrexham	3	April 2016	<ul style="list-style-type: none"> • Efficiencies 	<ul style="list-style-type: none"> • Local Performance Reporting
46	Community Benefits <i>FCC and WCBC have agreed a joint resource to collect and report on information supplied through their respective WHQS investment programmes. The intention is to collate all information into the Community Benefits toolkit and formulate a consistent response for both Authorities.</i>	Flintshire	Flintshire Wrexham	2	July 2015	<ul style="list-style-type: none"> • Quality • Efficiencies • Resilience 	<ul style="list-style-type: none"> • Local Performance Reporting
47	Economic Development <i>Explore collaborative possibilities across the region to deliver a more cost effective, resilient and strategic approach to Economic Development</i>	Gwynedd Flintshire Ynys Mon	All 6 NW Local Authorities	1	2016	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Economic Ambition Board
PLANNING AND ENVIRONMENT							
48	Built and Nature Conservation <i>Provide a collaborative service based on the Minerals and Waste</i>	Flintshire	All 6 NW Local Authorities	1	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Planning Service model</i>						
49	Public Protection <i>Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement on door step crime; joint Health and Safety Estates Excellence; project support to businesses and Trading Standards</i>	Flintshire	Flintshire Wrexham	2	On hold; Awaiting Senior Officer and Member approval to progress from Wrexham	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting
50	Public Protection <i>Various joint projects in Environmental Health and Licensing</i>	North Wales Strategic Directors Group	All 6 NW Local Authorities	2	Commence 2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Report to Strategic Directors Group
51	Building Control <i>Explore the potential for joint working</i>	Flintshire	Flintshire Wrexham	1	April 2016	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • tbc
TRANSPORT AND STREETSCENE							
52	Civil Parking Enforcement <i>Provision of back office support</i>	Denbighshire	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local performance reporting
53	Residual Waste <i>Seeking a solution to manage residual waste on behalf of the five partner authorities to allow individual authorities to meet WG waste management targets</i>	Flintshire	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	3	2018/19	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance • Direction 	<ul style="list-style-type: none"> • Project Board • Local performance reporting
54	Trunk Road Maintenance <i>Sub-regional service delivery hub</i>	Flintshire	Conwy Denbighshire Wrexham	1	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Local Performance reporting
55	Public and Community Transport across the region <i>Flintshire is currently the host authority for the Bus Service Support Grant and the Community Transport Regional Grant, which is administered to all six North Wales Local Authorities and to</i>	Flintshire	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Taith Joint Committee

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Appendix D – Collaboration Projects Summary

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>commercial bus operators and community transport operators.</i>						
56	Joint Local Transport Plan <i>The Joint Local Transport Plan is a statutory document for transport in the region with a vision to “remove barriers by delivering safe, sustainable, affordable and effective transport networks</i>	Gwynedd	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> • Quality 	<ul style="list-style-type: none"> • Taith Joint Committee
57	Transforming Transport Project <i>Work streams taken forward for transforming transport;</i> <i>Passenger Information</i> <i>Community Transport</i> <i>DBS checks for bus drivers</i> <i>Concessionary Travel Scheme</i> <i>Road Safety</i>	Anglesey	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies 	<ul style="list-style-type: none"> • Taith Joint Committee
SOCIAL CARE							
58	Regional and Sub Regional Safe Guarding (adults and children) <i>Regional and sub-regional infrastructure to co-ordinate and ensure the effectiveness of Adult Safeguarding across the Region</i>	Conwy (interim)	All 6 NW Local Authorities	3	2015	<ul style="list-style-type: none"> • Quality • Direction 	<ul style="list-style-type: none"> • Quarterly Management Board • Reports to NWSSIC
59	Single Point of Access (SPOA) <i>Transforming access to community based Health & Social Care Services through the development of a community Single Point of Access</i>	Ynys Mon	All 6 NW Local Authorities/ BCUHB/FLVC	3	June 2015	<ul style="list-style-type: none"> • Resilience • Quality • Direction 	<ul style="list-style-type: none"> • Regional Programme Board • Project Board
60	Integrated Services Board <i>Strategic planning for integrated service delivery across Health and social care including:</i> <i>Intermediate Care Fund;</i> <i>Strengthening the Connections;</i>	Flintshire	All 6 NW Local Authorities/ BCUHB/FLVC/ Independent Sector	3/4	March 2015	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Direction 	<ul style="list-style-type: none"> • Governance Model • Quarterly meetings • Reports to NWSSIC

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No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
	<i>Integrated Assessment, Statement of Intent</i>						
61	North Wales Partnership Forum and North Wales Leadership Forum <i>Provides cross-sector leadership to support transformation change in Social Services and the delivery of “Sustainable Social Services for Wales” and the Social Services and Well-being Act</i>	Wrexham	Social Services/ Health/Third Sector/ Independent Sector/Care Council	3/4	March 2015	<ul style="list-style-type: none"> • Resilience • Quality • Direction 	<ul style="list-style-type: none"> • Governance Model
PEOPLE AND RESOURCES							
62	Local Government Pension Fund <i>Explore the collaborative opportunities across the eight Funds in Wales.</i>	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	2	2016 * pending results of outline business case	<ul style="list-style-type: none"> • Resilience • Quality • Cost avoidance • Direction 	<ul style="list-style-type: none"> • Local performance reporting in year
NEW/”ASPIRATIONAL” COLLABORATION PROJECTS UNDER DISCUSSION							

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KEY

Status:

- 1: Concept and pre-outline business case stage
2. post outline business case and pre final business case stage
3. in transition post final business case stage
4. implemented and operational

Purpose:

- Resilience
- Quality
- Efficiencies
- Cost-avoidance
- Direction (i.e WG under the Compact)

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Appendix E: Glossary

Term	Definition
Extra Care	Providing self-contained homes for people with varying levels of care and support needs on site.
Affordable and Flexible Housing	Covers a range of tenure options for renting and purpose.
Local Development Plan	The Council's land use planning document that will guide development until 2030.
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing.
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.
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.
Enterprise Zones	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 and further and higher education establishments.
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.
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.
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.
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.
Substance Misuse	The continued use of drugs or alcohol despite negative consequences 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.
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.
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.
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.
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.
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.
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.
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.
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.
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.
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 in to account other than price.

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



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday 20 th October 2015
Report Subject	Independent Commission on Local Government Finance in Wales
Report Author	Chief Executive

EXECUTIVE SUMMARY

The Welsh Local Government Association (WLGA) has formed an independent commission to examine the sustainability of the local government finance system in Wales and to recommend improvements for the future. The Commission aims to conclude its work and make recommendations in early 2016. The work of the Commission is timed to influence the thinking of the incoming Welsh Government in May 2016.

The Commission has now called for evidence to be submitted to assist its work, following preliminary meetings which it held over the summer to both explore the challenges facing local government and help shape the terms of reference the Commissioners would follow.

The Commission follows a similar Independent Commission on Local Government Finance for England which published its findings and recommendations early in 2015.

The Council in adopting its Medium Term Financial Strategy has set out a number of proposals where national reform and relief is needed to assist this and other councils in the shorter-term. These proposals, coupled with additional proposals for longer-term reform, can be the basis for a formal Council submission.

The WLGA is about to publish its 'Manifesto' for the future of local government to influence the manifestos on which political parties will campaign for the 2016 National Assembly for Wales elections. Drawing on the relevant contents of the WLGA Manifesto to add weight to our proposals and arguments will make for a fuller response.

A presentation will be made at the Council meeting to inform the debate.

RECOMMENDATIONS

1	To contribute to a Council submission to the Independent Commission through debate.
2	To authorise the Leader and the Chief Executive to submit a written response on behalf of the Council.

REPORT DETAILS

1.00	SUPPORTING THE COMMISSION
1.01	<p>The Welsh Local Government Association (WLGA) has formed an Independent Commission on Local Government Finance in Wales. The terms of reference of the Commission are to explore:-</p> <ul style="list-style-type: none">• The strengths and weaknesses of the current local government finance system in Wales;• Options for changing the system of financing local government in Wales, including both revenue and capital expenditure, with a view to increased self-sufficiency;• Reforms to encourage greater economic growth in Wales; and• Reforms which secure the delivery of better public services and outcomes envisaged in the Welsh Government's White Paper <p>The membership of the Commission is:-</p> <p>Professor Tony Travers (Chair) - Director of the London School of Economics Chris Hurst - Qualified Accountant Professor George Boyne – Pro Vice-Chancellor, College of Arts, Humanities and Social Sciences and Professor of Public Sector Management, Cardiff University Gill Lewis – Qualified chartered accountant (CIPFA) Harry Thomas – former Chief Executive of Gwynedd County Council Lynn Pamment – PWC partner for Public Sector clients in the West and Wales Simon Parker – Director of New Local Government Network</p> <p>The Commission has now called for evidence to inform its recommendations for financial reform. The consultation questions posed by the Commission are as follows:-</p> <p>Financial Overview questions</p> <ul style="list-style-type: none">- What do you consider to be the strengths and weaknesses of the existing system of local government finance in Wales?

- What should the objectives of central funding be? What kind of grant system should support those objectives?
- Are grant distribution mechanisms fit for purpose and what changes would be desirable?
- Will the potential structural reorganisation affect the operation of the system? Would it provide an opportunity for a parallel financial reform?
- What additional pressures do rurality and deprivation introduce?
- Are any reforms required to the system of capital expenditure determination and funding?

Council Tax, Business Rates and other forms of income

- Is council tax fit for purpose? What reforms might be made, if any?
- Is the non-domestic rate working well? What reforms might be made, if any?
- Would you favour local government in Wales taking control of additional taxes? If so, which ones?
- Should incentives for growth play a greater role in the funding system?
- Could fees and charges be used to a greater extent than at present?

Services

- How do reductions in council expenditure affect the sustainability and quality of services? Might different financing arrangements (not additional resources) improve the outlook?
- Are there issues relating to the finance of housing which adversely affect local government? If so, do you have suggestions for change?

The Council only last month debated and adopted, by majority vote, a Medium Term Financial Strategy (MTFS). The Strategy includes ample evidence on which to base a Council response to the Commission, particularly for shorter-term financial reform and relief. The very act of the formation of the Commission adds weight to the Council's premise that the local government finance system in Wales is no longer fit for purpose and is unsustainable. The Commission is seen as a catalyst for change and reform.

The earlier Independent Commission on Local Government Finance in England published its findings and recommendations earlier in 2015. The Commission recommended:-

“that an independent review of the functions and sustainability of local government be undertaken in advance of the next government’s first spending review, to assess whether local authorities are appropriately funded to meet their statutory duties and to certify that all places are sufficiently funded

the establishment of an independent body to advise government on the funding needs of local government and on the allocation of funding to local authorities and sub-national areas

that the incoming government ends the policy of setting referendum limits on council tax and leaves the decision to local politicians

that the incoming government should devolve council tax discount setting and the power to determine who receives council tax support to local authorities

that 100 per cent of business rates and business rate growth should be retained by local government

that the incoming government consults on the detail of the business rates retention reset as a matter of urgency, exploring options for a partial reset

that the independent funding body should advise government on the reset and report on the reasonableness of the government's decisions

that the review of business rate administration that has been announced by this government must look at the appeals process and propose ways to reduce the time it takes to resolve an appeal, as well as proposing options for reducing the time from valuation in which an appeal can be launched. This needs to be done in advance of the 2017 valuations

that as part of the review of business rates, the government should consult on options for the localisation of business rate relief

that the incoming government commits to full and clear multi-year settlements to enable effective long-term planning for local authorities and other public sector services

one of the key roles for the proposed independent review of the sustainability of local government will be to assess the required level of social care funding and to advise government on the amount of money that will be required to fund social care appropriately in the next spending round

the Commission supports councils having the freedom to determine fees and charges locally

that the incoming government commits to the introduction of place-based budgets for sub-national areas that are willing and able to take on this reform

that sub-national Pioneer areas should be given the power to determine the number and value of council tax bands and when properties are revalued

that the incoming government should work with local government to agree a timetable for fiscal devolution, adopting the Smith Commission's principles as a basis for reform

Local Public Accounts Committees should be established in Pioneer sub-national areas to scrutinise value for money for all public services.

the government should develop additional freedoms for Pioneer areas in support of national policy objectives such as economic growth and increasing the housing supply. These could include enabling Pioneers:

- To develop new approaches to health and social care integration
- To collaborate with Local Enterprise Partnership in being entirely responsible for further and adult education, skills and apprenticeships, regeneration and employment support
- Ultimately to take on responsibility for some welfare to working age adults and some fiscal devolution”

The full Commission report can be accessed at

<http://www.localfinancecommission.org/documents/iclgf-final-report>

English local government, led by the Local Government Association (LGA) has forced the pace of reform with early successes being a greater share of retained National Non Domestic or 'business rates', devolved local funding agreements, and financial freedoms and flexibilities. The LGA capitalised on the work of the Commission with its follow-up lobbying document *A Shared Commitment: Local Government and the Spending Review* under the campaign banner of Future Funding for Your Area. This document can be accessed at

http://www.local.gov.uk/documents/10180/6869714/L15-252+Spending+Review_WEB_new.pdf/3101e509-1e22-4c26-91ac-8fd8a953aba5

In England there is evidence of reform for Wales to draw upon to frame its own proposals for reform in the longer-term for the next Welsh Government to adopt.

The WLGA is about to publish a 'Manifesto' for the future of local government. The purpose of the WLGA Manifesto is to influence the thinking of the political parties as they prepare their campaigning manifestos for the 2016 National Assembly for Wales elections. The publication of the WLGA Manifesto will suggest principles which should underpin council responses to the Commission's more detailed questions including the principle of subsidiarity, greater local fiscal freedom, multi-year financial settlements to support forward planning, and properly funded national policy priorities.

A presentation will be made at the meeting to inform and guide debate.

2.00	RESOURCE IMPLICATIONS
2.01	The Medium Term Financial Strategy (MTFS) `involved planning the use of the financial resources of the Council for a three year period. The implications and

	risks are therefore significant. The report and the appendices are self-explanatory in presenting the risks to the Council of the major annual reductions in Government funding it is facing. The three part Funding Strategy is in itself a set of proposed solutions. The Council position on the MTFS is relevant to the terms of reference of the Commission.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None

4.00	RISK MANAGEMENT
4.01	<p>The national reductions in funding for local government poses the greatest risk to the governance, performance and sustainability of the Council since the previous reorganisation in the mid-1990s. This risk can be mitigated through a twofold approach. Firstly, the Council continuing to streamline and innovate. Secondly, by working with Welsh Government to seek some support and relief from budget reductions based on a reasoned case. This twofold approach is set out in Part II of the Strategy <i>Meeting the Financial Challenge</i>.</p> <p>The Council position on the MTFS is relevant to the terms of reference of the Commission.</p>

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>MTFS Parts 1 and 2 and hyperlinks as listed in the report.</p> <p>Contact Officer: Colin Everett Telephone: 01352 702101 Email: chief.executive@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.02	WLGA Manifesto: a public declaration of policy and aims; especially one issued before an election by a political party or candidate. The purpose of the WLGA Manifesto is to influence the thinking of the political parties as

7.03	<p>they prepare their campaigning manifestos for the 2016 National Assembly for Wales elections.</p> <p>Smith Commission: constitutional reform in Scotland; “Report of the Smith Commission for further devolution of powers to the Scottish Parliament” 27 November 2014</p>
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**
DATE: **TUESDAY, 20 OCTOBER 2015**
REPORT BY: **CHIEF OFFICER (GOVERNANCE)**
SUBJECT: **OVERVIEW & SCRUTINY ANNUAL REPORT**

1.00 PURPOSE OF REPORT

1.01 To enable the Council to consider the draft Overview & Scrutiny Annual Report for the 2014/15 municipal year.

2.00 BACKGROUND

2.01 Article 6.03 (d) of the Constitution places a requirement on Overview & Scrutiny Committees to report annually to Full Council through the Constitution Committee on their workings and working methods.

3.00 CONSIDERATIONS

3.01 The Constitution Committee considered and approved the Annual Report at its meeting which was held on 7th October 2015. The final version of the report is attached as Appendix 1. The Council is requested to consider the Overview & Scrutiny Annual Report

4.00 RECOMMENDATIONS

4.01 That the Council receives and approves the Overview & Scrutiny Annual Report, which is attached as Appendix 1 of this report.

5.00 FINANCIAL IMPLICATIONS

5.01 None arising directly from this report.

6.00 ANTI POVERTY IMPACT

6.01 None arising directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None arising directly from this report.

8.00 EQUALITIES IMPACT

8.01 None arising directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None arising directly from this report.

10.00 CONSULTATION REQUIRED

10.01 Not Applicable

11.00 CONSULTATION UNDERTAKEN

11.01 The Overview & Scrutiny chairs have been consulted on parts of the report relating to their committees and the Constitution Committee considered it at the meeting held on 7th October 2015.

12.00 APPENDICES

12.01 Appendix 1 – Draft Overview & Scrutiny Annual Report 2014/15.

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

None

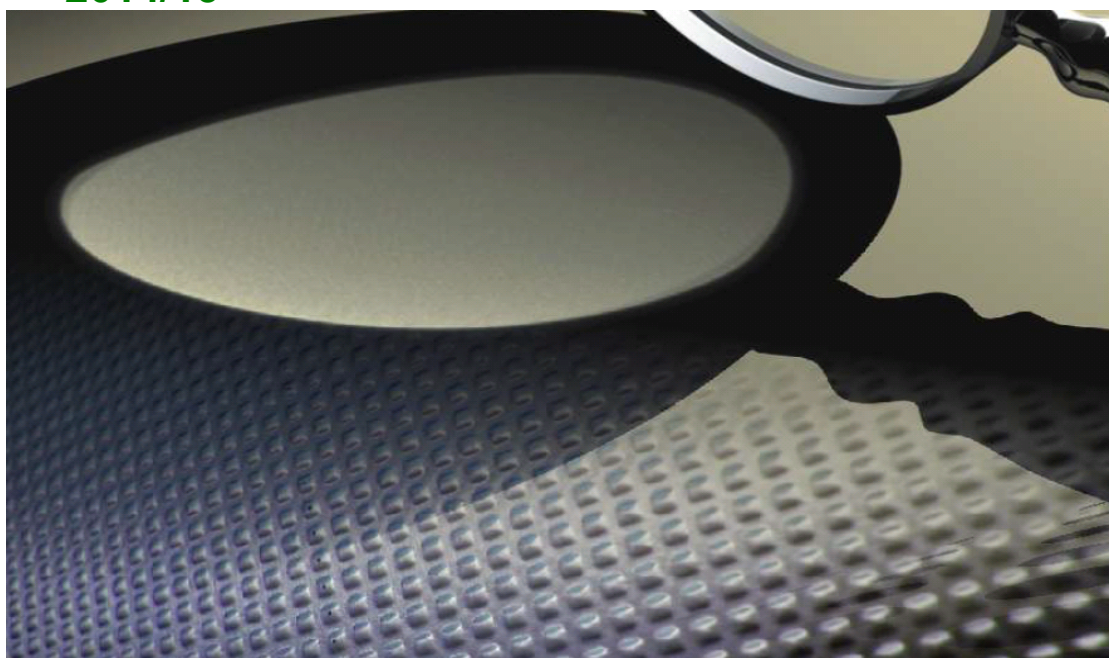
Contact Officer: Robert Robins
Telephone: 01352 702320
Email: robert.robins@flintshire.gov.uk



Overview & Scrutiny

Annual Report

2014/15



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Foreword



As Chair of the Constitution Committee, my writing the foreword to the Overview & Scrutiny Annual report has become a regular, but not onerous task. This year, we have carried out a review of the Overview & Scrutiny committee structure, details of which have been included in the report.

In moving from one structure to another there are inevitable changes. For instance, the Community Profile & Partnerships Overview & Scrutiny Committee has gone, creating space for the new Organisational Change Overview & Scrutiny Committee. Given the extent of the changes which we as an organisation are going through and are facing with a significant budget challenge, the new committee has a significant task ahead.

This is my opportunity to pay tribute to the thirteen Overview & Scrutiny Chairs and Vice-Chairs who have held office during the year for their hard work. It is, of course, wider than those few individuals. Overview & Scrutiny would not be flourishing here without the efforts made by all of the Members of the committee and the Cabinet Member and officer contributors, or our support staff.

Councillor Robin Guest
Chair of the Constitution Committee

OVERVIEW & SCRUTINY – A CABINET PERSPECTIVE



As the Leader of the Council, I was pleased to again be invited to make a contribution to the Overview & Scrutiny Annual Report.

Overview & Scrutiny is an integral part of our Cabinet arrangements and so we all have a vested interest in our Overview & Scrutiny arrangements working effectively. The role of Overview & Scrutiny in commenting on reports and emerging policies before they are considered formally by the Cabinet is invaluable to us.

During the year, the Corporate Resources Overview & Scrutiny Committee asked for verbal updates on the budget process, so during the autumn and winter the Chief Executive and I made regular reports. The committee members indicated that they found this invaluable in broadening their understanding of the issues. We have also sought to ensure that there is as wide as possible involvement in the budget process for all members, which we have achieved through a series of workshops.

We have carried out a review of the Overview & Scrutiny structure, with a series of alternative models being prepared for Member consideration. A small working group made a final recommendation to the Constitution Committee for the retention of a six committee model, but with redefined terms of reference.

Overview & Scrutiny is what we make it. I am proud to say that we have the confidence, in Flintshire, to support a structure which provides a significant challenge to the Cabinet and decision makers. This is both healthy and beneficial.

I would like to thank everyone who is involved in Overview & Scrutiny here; the Committee Chairs and Members and the Cabinet Members and officers who attend as contributors at the meetings, as well as the support staff. We couldn't make this work without you.

Councillor Aaron Shotton,
Leader of the Council

OBSERVATIONS FROM THE CHIEF EXECUTIVE – COLIN EVERETT



In local government and the public services we continue to face financial and service demand challenges on an unprecedented scale. The savings which we are having to make are huge and we are having to reform services, make hard choices over priorities, and introduce new ways of working to be more efficient and effective with reducing resources.

Overview and Scrutiny plays a major play in both testing out ideas and proposals for reform, and initiating them.

We have refreshed and refocused our Overview and Scrutiny Committee to support and influence the Council's organisational and service change programmes. With this enhanced role comes expectation. The committees will need to work at pace, and share an appetite for change, with the Cabinet and the Chief Officer Team. There can be no respite from making big decisions over the next couple of years.

We have a robust Overview and Scrutiny function, one which offers both healthy challenge and support to the Cabinet in its decision making. There are ample examples where the decision-makers and the scrutineers have worked in unison over the past year.

In refreshing our Overview and Scrutiny function we have both adopted ideas from the 'Characteristics of Effective Overview & Scrutiny' which was put together by scrutiny officers across Wales, working with the Centre for Public Scrutiny and the Wales Audit Office, and applied our own learning.

The new model, which was adopted by the County Council at the Annual Meeting retains six Overview and Scrutiny committees of fifteen members. This provides an opportunity for all of our Members who want to participate so to do. The committees are being invited and challenged to make an even greater contribution, with less passive reports, and to forward plan more relevant agendas which chime with the challenges and issues we face.

The early signs of the experience of the new model is that there is appetite for it to work at a higher level. It will be down to all members and officers to make the model work well and for Overview and Scrutiny to help guide the Council through the challenges which lie ahead.

Colin Everett
Chief Executive

OVERVIEW & SCRUTINY COMMITTEE STRUCTURE REVIEW

At the Annual Meeting of the Council in May 2014, it was agreed that our Overview & Scrutiny Committee structure needed to be reviewed. We had been operating with six committees since the last review in 2010. The only change during that time had been the incorporation of the Co-ordinating Committee's remit into that of the Constitution Committee in 2012.

In the light of the Council's new operating model and Senior Management structure it had been recognised that there was a need for a change to ensure flexibility, simplify Cabinet Member and senior officer attendance and to balance the workload across all of our committees.

To provide the officers with some design principles for carrying out the review, a series of statements and questions was put to Members. These were:-

- (1) Overview & Scrutiny must have the capacity to cover all of our internal services and external challenges
- (2) Overview & Scrutiny must have the capacity, ability and enthusiasm to take a full and active part in our Improvement Agenda.
- (3) We must ensure efficiency of attendance from Cabinet and Chief Officer Team (COT) members at Overview & Scrutiny Committee meetings.
- (4) All of the committees should have broadly similar workloads.
- (5) Overview & Scrutiny must have a clearly defined and valued role in corporate governance and improvement.
- (6) Overview & Scrutiny must have the ability and capacity to provide well evidenced solutions to recognised problems.
- (7) Overview & Scrutiny must be Member led, whilst taking into account the needs of the organisation and the views of the public, our partners and our regulators.
- (8) Overview & Scrutiny must be credible to all of our Members, our public, partners and regulators.
- (9) Overview & Scrutiny must be able to balance small pictures – detailed scrutiny with big pictures – more imaginative overview.

- (10) Overview & Scrutiny must have flexibility, durability and appetite for change.
- (11) Should the Overview & Scrutiny structure focus be the Council's Improvement Priorities or the Operating Model?
- (12) Is six committees for 15 Members the right number or should this be reduced or increased?
- (13) What will the officers need to support change and help them to implement it?
- (14) What does the public need to comment on / influence change through consultation on policy and service reviews?

Following consideration of the Design Principles by the Political Group Leaders and the Chairs of the Overview & Scrutiny Committees, a report was submitted to the Constitution Committee at its October meeting. During discussion it was agreed that a number of options for Overview & Scrutiny Structural Models would be considered at the next meeting.

At the January meeting, six Models for a six Overview & Scrutiny Committee Structure were submitted, together with three further Models which provided for three, four and five committees. As a result of discussions which took place at the meeting, it was agreed that a politically balanced working group of eight members be appointed to give further consideration to the options prior to report back to the committee.

The working group comprised Councillors Aaron Shotton, Bernie Attridge, Marion Bateman, Clive Carver, Robin Guest, Ron Hampson, Tim Newhouse and Mike Peers, supported by the officers. They identified a preferred model and asked that the officers draft terms of reference for the committees within that new structure.

The committees within the new structure are as follows:-

- Community & Enterprise;
- Corporate Resources;
- Education and Youth;
- Environment;
- Organisational Change;
- Social & Health Care.

Details of which Cabinet Members and Chief Officers will relate to which committee are shown on the model on the following page. At its meeting on the 15th April, 2015 the Constitution Committee approved the new structure and its terms of reference for recommendation to the Annual Meeting of the Council.

Committee	Corporate	Education & Youth	Social Care & Health	Community & Enterprise	Environment	Organisational Change
Cabinet Members attending	Leader /Finance, Corporate Management	Education	Social Services	Housing Economic Development	Deputy/ Environment Waste, PP and LS	Leader Others as required
COT Members Attending (or others from the portfolio)	Chief Executive, Chief Officer Governance Chief Officer People & Resources	Chief Officer Education & Youth	Chief Officer Social Services	Chief Officer Community & Enterprise	Chief Officer Planning & Environment Chief Officer Streetscene & Transportation	Chief Executive Chief Officer Organisational Change Chief Officer Organisational Change

COMMUNITY PROFILE & PARTNERSHIPS OVERVIEW & SCRUTINY COMMITTEE



**Chairman –
Cllr Brian Dunn**



**Vice-Chair –
Cllr Brian Lloyd**

Introduction

This committee was set up in 2010, with a broad remit to scrutinise public service providers, especially those which did not have obvious links with one of the other functional Overview & Scrutiny committees. In the consultation to the Local Government (Wales) Measure 2011, it was apparent that local authorities would be tasked with carrying out external scrutiny.

However, those external scrutiny powers under section 59 of the Local Government (Wales) Measure 2011, which had been anticipated when the committee was set up in 2010 have never been implemented. We have made representations to the Welsh Government minister to express our concerns at this. Because of the lack of the specific power, the committee has not been able to completely fulfil its original potential, which we have found disappointing. We have instead operated using the more general powers available to scrutiny committees under section 20 (2) e of the Local Government Act 2000. Thus we have had a comprehensive and rewarding work programme which has provided Members with an insight into organisations which operate within Flintshire.

This will be the last time that the work of the Community Profile & Partnerships Overview & Scrutiny Committee is reported on. As part of the Overview & Scrutiny Committee review, the committee will cease to be. That being so, this is a good opportunity to thank everyone who has been a member of the committee or who has attended our meetings as a contributor for their commitment.

Information and comment items

- Flintshire Credit Union and the North Wales Credit Union: Representatives of both the credit unions which operate in the county attended meetings and gave presentations on their work within our local communities. Members recognised the huge importance of the facilities which both of the credit unions offered in

protecting members of our society from unscrupulous or unethical money lending.

- Glyndwr University: David Skydmore provided an insight into the work carried out at the university's Northop campus.
- Coleg Cambria: Mr David Jones, OBE, the Chief Executive /Principal of the college attended a joint meeting of this committee and the Lifelong Learning Overview & Scrutiny Committee, as both committees had identified a need to engage with the college in their work programmes. The meeting dealt with education issues as well as links to economic development.
- Samaritans: this presentation came from a member suggestion and Mrs Rosemary Howell and Mr Dafydd Rees-Owen gave a fascinating insight into the work of the Samaritans in North Wales.
- Flintshire Community Endowment Fund: this was a follow up from a previous report. Cabinet approval had been given in November 2012 to the closing down and transfer of the existing moribund and ineffective education trust funds administered by the County Council to a newly established Flintshire Community Endowment Fund managed and administered by Community Foundation in Wales. The fund had been established in September 2013 and on transfer the value of the endowment was £178,998. Now controlled by specialist fund managers, the value of the assets as at the end of December 2014 stood at £184,682, a capital gain of 3.2% with a dividend income of £9,584: a total return of 8.5%
- Flintshire Local Voluntary Council (FLVC): Mrs Ann Woods, the Chief Officer of FLVC attended the last meeting of the committee to provide an update on the work of the Council. Her predecessor in the role, Mr Kieran Duff had attended a number of previous meetings. With having an active part to play in providing support to the County Council's Community Asset Transfer programme, it was very apparent to us that the working relationship between the county and the voluntary council was now more important than it had ever been.
- Following on from a presentation on the Clwyd Special Riding Centre, the committee accepted an invitation to visit the centre and see the facilities which are on offer.

Assurance Items

The Chief Executive, as the lead officer for the Regional Emergency Planning Service, together with the Regional Emergency Planning Manager, Philip Harrison attended the September meeting to give a presentation on the new service. Previously, there had been a joint service hosted by Flintshire which covered both Flintshire and Denbighshire.

The new service is based on two operating hubs: for the north west of Wales based in Conwy and the north east, based at County Hall, Mold

The Chair of the North Wales Fire & Rescue authority, Councillor Meyrick Lloyd Davies and the Chief Fire Officer, Simon Smith, attended our December meeting. One of the salient points of the presentation which they gave was on the public consultation being undertaken on the levels of service provided in 2015/16 and beyond.

Crime & Disorder Scrutiny Committee

Sections 19 and 20 of the Police & Criminal Justice Act 2006 came into effect in Wales on 1st October 2009. This legislation requires every local authority to have a committee with the power to review or scrutinise decisions made, or other action taken, and the discharge by the responsible authorities of the crime and disorder functions and to make reports or recommendations to the Council (if necessary) with respect to those functions.

As the Council's statutory 'Crime & Disorder' Scrutiny Committee, the committee was required to hold at least one meeting per year with a specific item on the agenda for 'crime & disorder' issues . In practice, this has meant having a meeting on an annual basis with the Community Safety Partnership. This took place at the July 2014 meeting.

During the year, the committee began to receive Performance and Improvement Plan reports: a new item of work for the committee, but as this related to Community Safety issues, this was an area with which the committee was already familiar.

The committee also examined the implications for the Council of the Anti-Social Behaviour, Crime and Policing Act 2014.

Councillor Brian Dunn

Chair of the Community Profile & Partnerships Overview & Scrutiny Committee

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE



**Chair: May – March,
Cllr Carolyn Thomas.**



**March to May,
Cllr David Roney**



**Vice-chair:
Cllr Peter Curtis**

Introduction

In providing an overview of the work of the committee during 2014/15, we have grouped our activities under a number of sub-headings, which indicate our role in dealing with those issues.

Information and Comment

To ensure that the committee was kept fully informed during the budget preparation and consultation process, Councillor Carolyn Thomas suggested that it would be beneficial to have a verbal update at the start of each meeting. Such an approach meant that the information would be as timely as possible. The suggestion was readily adopted, and so at the start of each meeting from September to March, the Leader and the Chief Executive gave the committee a verbal update on issues such as the provisional settlement, the Big Budget Conversation, on-going preparation work and the holding of workshops.

A workshop to provide Members with an insight into the development of the new version of the People Strategy was held in December 2014.

An item which was requested by committee members was on the Council's approach to Virement. Virement is where 'the transfer of an underspend on one budget head to finance additional spending on another budget head, in accordance with an Authority's Financial Regulations' is carried out.

With a need to ensure that our resources are used as effectively as possible, there has been a move away from traditional desk based approaches to work. The Authority has developed an Agile and Flexible Working Policy. Managers from the Revenues and Benefits and Housing Services in the Community & Enterprise portfolio attended the committee to give an insight into working and productivity improvements since their respective teams had started to work flexibly.

Budget Consultation

Budget workshops, open to all Members of the Council were held at the end of October, the beginning of November 2014 and in mid-January 2015 before the formal budget consultation meetings for all of the Overview & Scrutiny Committees.

The committee led the Overview & Scrutiny response to the Cabinet's budget proposals for 2015/16, holding two budget consultation meetings. The second meeting provided details of the views from the other functional Overview & Scrutiny budget consultation meetings, as well as the Capital programme. All Members were invited to participate in this meeting

Monitoring

On a monthly basis, the committee considers the budget monitoring reports, prior to them going to the Cabinet. During the year, the Chair introduced a new practice, wherein a formal note of the committee's concerns and comments is sent to the Leader/Cabinet Member for Finance, the Chief Executive and the Section 151 officer immediately after the meeting, to enable those comments to be reported to the Cabinet.

As part of the budget monitoring remit, the committee also identifies areas of concerns where it invites the relevant Overview & Scrutiny committee to investigate. Examples of such referrals have been school maintenance and classroom sizes.

Performance against the targets contained within the Improvement Plan is reported on a biannual basis, with the Chief Officer Performance reports being reported on a similar basis. The Improvement Plan priorities within the remit of the committee are: Welfare Reform; Organisational Change; Financial Strategy; Procurement Strategy; Asset Strategy; Access to Council Services and People Change & Development

Assurance

The Annual Improvement report from the Wales Audit Office (WAO), the WAO Performance Audit Regulatory Programme and the Auditor General for Wales Certificate of compliance for the audit of the Council's Improvement Plan are corner stones of 'assurance reporting' to Members. The WAO carries out analysis of the Council's performance and provides appropriate commentary on various aspects of it. These comments, together with responses made on behalf of the Council are considered by the committee and the WAO representative, Cabinet members and senior officers challenged on elements of what they have said.

Arising out of the certificate of compliance, a small Task and Finish Group comprising Councillors Carolyn Thomas, Richard Jones and Robin Guest, supported by appropriate officers was formed. The purpose of the group was to consider and comment on the

feedback provided to the Council by the WAO on the Improvement Plan audit. This group met twice and then reported back to the committee.

The new Performance Appraisal Competency Based model was introduced and a detailed report was given by the Chief Officer, People & Resources. The aim was for all senior managers to have been appraised under the new system by the end of March 2015. The need for all employees to receive regular and meaningful appraisals has long been a concern of the committee.

Following a committee request for more information on the value for money programme update: the Chief Executive and the Corporate Finance Manager gave an extensive update on the functional value for money programme.

Strategy/policy development

As part of the policy development role, the committee was consulted on, and made comments on the following:

- Customer Services Policy
- Council Tax Reduction Scheme
- Discretionary Housing Payment and Housing Benefit Overpayment Policies.

Councillor David Roney

Chair of the Corporate Resources Overview & Scrutiny Committee

ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Hilary Isherwood



Vice-Chair
Cllr David Evans

Overview & Scrutiny is continually adapting and responding to meet the challenges of the difficult decisions faced by Flintshire County Council on funding priorities. The Environment Overview & Scrutiny Committee has played a proactive role in carrying our pre-scrutiny work in advance of key decisions being taken by the Cabinet. One of the challenges for scrutiny is ensuring that actions which arise at meetings are completed. In order to see how well we were doing we undertook an audit of the actions and how they were dealt with.

Workshops

The Environment Overview & Scrutiny Committee hosted two Member workshops to give Members of the committee an opportunity to scrutinise 4 draft policies prior to consideration at the Environment Overview & Scrutiny Committee on the 19th of March. The policies/strategies considered were:-

- Waste Collection Policy
- Grass Cutting Policy
- Street Lighting Policy
- Flintshire Parking Strategies

Representatives of Town and Community Councils were also invited. The Committee recognise the value of placing the citizen at the centre of policy decisions and positive feedback was received from Town and Community Councils.

Site Visits

On the 17th of November 2014 eight members of the committee visited the new Biogen Waste Treatment Works at Waen, Rhualt. Members were given a tour of the Waen anaerobic digestion plant system which recycles food waste collected by Flintshire, Denbighshire and Conwy County Councils, along with food waste from commercial sources. We were told that the plant is anticipated to generate a significant amount of renewable energy and also produces bio fertiliser to be used in the immediate vicinity of

the plant. Members of the committee were impressed with the facility which manages food waste and protects the environment.



We then made our way to Talacre and were met by officers from Flintshire County Council's Economic Development Department. They gave us a tour of the new developments including the new car park, toilet block, improvements to the cycle path and work to safeguard the sand dunes. A passing cyclist stopped to talk to us and spoke very positively regarding the improvements made to the cycle path and it was good to hear first-hand how the work that had been undertaken was having a positive impact.

On the 31st of March 2015, members of the committee were joined by the Cabinet Member, Councillor Kevin Jones and local Members at the recently opened Household Recycling Centre on Prince William Avenue in Shotton. Harvey Mitchell, Streetscene Manager, gave Members a tour of the facility, which offers the residents of Deeside a wide range of recycling and disposal opportunities. Several cars visited the site during the visit and we were given a demonstration of how black bag rubbish is screened for recyclable items which are then recovered. It was a good opportunity to see how the new centre was operating and to speak to the staff working at the facility.

Councillor Hilary Isherwood

Chair of the Environment Overview & Scrutiny Committee

HOUSING OVERVIEW & SCRUTINY COMMITTEE



**Chairman –
Cllr Ron Hampson**



**Vice-Chair –
Cllr George Hardcastle**

The committee has had another busy year scrutinising a number of topics. We continue to undertake pre-decision scrutiny and have been consulted on a number of initiatives, including, the Strategic Housing and Regeneration Programme, Responsible Pet Ownership Policy and Supporting People Commissioning Plan.

Below is a summary of some of the topics the committee have considered over the last 12 months.

Tenancy Agreement Consultation

In September 2014 the committee considered a report which provided an overview of the formal consultation process in relation to the Council's intention to introduce a revision to its tenancy conditions prior to its consideration by Cabinet.

Pursuant to Section 62 of the Local Government (Wales) Measure 2011 and paragraph 5.26 of the Statutory Guidance from the Local Government Measure 2011, a member of the public had requested to speak on the proposed revision to the Council's tenancy conditions. The member of the public was given the opportunity to address the committee and outline his concerns on the proposed revisions and the length of the consultation period.

The committee welcomed the involvement of a member of the public at the meeting and the work undertaken by officers by involving tenants in the consultation process. The committee raised questions around proposed charges for missed appointments and the Disabled Facilities Grant (DFG) waiting list which were all addressed by the officers and passed to Cabinet during its consideration of the report.

The committee recommended to support the proposed revisions to the Council's tenancy conditions and final implementation stage.

Work of Housing Associations

Wales & West Housing Association

In February 2015, following an invitation from the committee, Mr Shayne Hembrow of Wales & West Housing Association attended the meeting and gave a detailed presentation on their work in Flintshire. He responded to a number of questions from Members, which focused on current housing development across Flintshire and the right to buy scheme. The committee welcomed the joint working between the Council and Wales & West Housing Association.

Pennaf Housing Association

In April 2015 the committee held its meeting at the Old Court House in Flint. Prior to the meeting, Members were invited to take part in a tour of the building which had been renovated through joint working between the Council and Pennaf Housing Association. During the meeting the committee received a presentation from Mr Graham Worthington, Mr Deiniol Evans, Mr Andy Roberts and Mr Paul Moore of Pennaf Housing Association on their work in Flintshire.

Following the presentation, the committee were given the opportunity to ask questions, which focused on extra care facilities and provision of housing for people over the age of 50. The committee welcomed the joint working between the Council and Pennaf Housing Association.

Introduction of Self-Financing for the Housing Revenue Account

In July 2014, the committee considered the Welsh Government consultation documents around ending the Housing Revenue Account subsidy system by voluntary agreement.

During 2014/15 the committee received a number of written and verbal reports on progress with introducing self-financing for the Housing Revenue Account. During the meeting in October 2014, the Chair of the Flintshire Federation of Tenants & Residents attended the committee meeting to provide feedback to Members on the consultation carried out with tenants who had welcomed the explanations given on such a complex issue.

The committee have welcomed the opportunity to scrutinise proposals around the introduction of self-financing for the Housing Revenue Account which would benefit Council tenants.

Welfare Reform

During 2014/15 the committee continued to receive regular update reports on the impact of Welfare Reform and the actions taken locally to provide help and support to affected residents in Flintshire. The committee have welcomed the early intervention steps being taken and will continue to receive update reports to ensure the impact is continually monitored.

Councillor Ron Hampson

Chair of the Housing Overview & Scrutiny Committee

LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE



**Chairman –
Councillor Ian Roberts**



**Vice-Chair –
Mr. David Hytch**

The committee has had another busy year. We have continued to hold a number of our committee meetings outside of County Hall at a number of schools across Flintshire, including, Elfed High School, Trelawnyd Primary School, St. Richard Gwyn Catholic High School and Mold Alun High School. During each of the visits the committee was given a short tour of the facilities prior to the start of the meetings. The committee hoped to continue to hold a number of their future meetings at various venues across Flintshire as appropriate.

We also continue to undertake pre-decision scrutiny and have been consulted on a number of proposals, including, the School Modernisation Strategy and Medium Term Plan for Libraries.

Below is a summary of some of the topics considered by the committee over the last 12 months.

School Modernisation Strategy and School Repairs and Maintenance Backlog

School Modernisation Strategy

The committee continues to receive regular update reports on the School Modernisation Strategy, having considered updates at the meetings held on 25th September, 4th December, 2014 and 15th January, 2015. During those meetings, the committee raised questions around the post-16 hub at Connah's Quay, surplus places, mobile classrooms, and future funding for the School Modernisation Strategy.

Consideration of the School Modernisation Strategy has resulted in the committee requesting that it be consulted on all proposals prior to their adjudication by Cabinet. The committee will continue to closely scrutinise the Strategy.

School Repairs and Maintenance Backlog

During consideration of the School Modernisation Strategy at its meeting held on 25th September, the committee requested further information on the school repairs and maintenance backlog. The Corporate Resources Overview & Scrutiny Committee had also highlighted concerns around the schools repairs and maintenance budget and had requested that we look into this matter.

The committee considered the school repairs and maintenance backlog and budget as part of the School Modernisation Strategy report at its meeting held on 4th December, 2015. I invited Councillor Richard Jones to attend the meeting and speak on issues around the school repairs and maintenance budget as a member of the Corporate Resources Overview & Scrutiny Committee.

Coleg Cambria

In February 2015, the Committee held a joint meeting with the Community, Profile & Partnerships Overview & Scrutiny Committee. Mr. David Jones OBE, Principal/Chief Executive of Coleg Cambria accepted an invitation to attend the meeting and provide members of both committee's with a presentation on the work of Coleg Cambria.

Mr. Jones responded to the questions and concerns raised by members and covered within his presentation information on tackling substance misuse and links between the Sixth Form Centre with requirements in the Deeside Enterprise Zone; issues which were raised by members of the committee prior to the meeting.

The committee will continue to closely scrutinise developments at the 6th form hub in Connah's Quay as part of the School Modernisation Strategy.

Medium Term Plan for Libraries

In May 2015, the committee considered outline proposals to develop a new hub library at Deeside Leisure Centre and re-locate Hawarden, Mancot and Queensferry Libraries. The proposals had been the subject of public consultation events held at Hawarden Library, Mancot Library and Deeside Leisure Centre. Detailed comments from the consultation exercise were provided to the committee to assist with their consideration of the report.

The committee asked a number of questions around the proposed location of the hub library and mobile library service. I felt that consideration of this item had prompted a good debate and provided an example of effective scrutiny.

We recommended that the comments the committee made during the meeting be commended to the Cabinet as its formal observations on the proposals for the development of the new hub library at Deeside Leisure Centre.

Councillor Ian Roberts

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Carol Ellis



Vice-Chair
Cllr Andy Dunbobbin

The Social and Health Care Overview and Scrutiny Committee has had another busy year and has scrutinised a wide range of topics as listed in Appendix 2 of the report.

The committee supported the development of a Single Point of Access for Flintshire as part of a regional initiative supported by the Welsh Government. It is designed to enable citizens to easily access information and advice and enable them to make informed choices about Health, Social Care and wellbeing services based within their own community or area by contacting one central number.

Integrated Health and Social Care Action Plan – to support individuals with Dementia

In September we were informed about the strategic approach being taken by Social Services in Flintshire in partnership with Betsi Cadwaladr University Health Board to deliver integrated Health and Social Care Services to people living with Dementia, their families and carers. Members of the committee welcomed the joint approach and shared philosophy. Concerns were raised about future provision of services in view of the reductions in workforce and resources and it was accepted that this posed a risk. In April 2015 members of the committee received 'Dementia Friends' training from the Alzheimer's Society as part of Flintshire County Council's efforts to make Flintshire County Council Dementia friendly.

As a committee we continue to express concern with regard to joint strategic working between Health and Social Care providers and to emphasise the need for Betsi Cadwaladr University Health Board to ensure partnership working is given a higher priority.

Direct Payments

The committee have maintained a keen interest in the use of Direct Payments working in partnership with Penderels Trust. We invited representatives of Penderels Trust and a service user to come along to our October meeting to give us an update. We heard how Flintshire County Council were considered an exemplar in the field of Direct Payments and citizen support. Direct Payments provide an opportunity for people who have been assessed as needing care or support, to arrange and buy their care themselves giving them a greater choice and control over the support they require to meet their bespoke needs

Members had raised concerns about training, recruitment, risks and safeguards and disclosure and Barring Service checks in relation to personal assistants. We heard first hand from a service user about her extremely positive experiences of operating the Direct Payments and how having control over her own care arrangements was working extremely well. The committee also heard how the new requirements within the Social Services and Wellbeing (Wales) 2013 Act would further influence the delivery of Direct Payments in the future.

Rota Visits

Members of the committee continue to undertake Rota Visits to social care establishments and are focused on the wellbeing of service users.

Councillor Carol Ellis

Chair of the Social & Health Care Overview & Scrutiny Committee

Appendix 1 Membership of Overview & Scrutiny Committees 2014/15

<u>Community Profile & Partnerships</u>	<u>Corporate Resources</u>
<p>Councillor Brian Dunn (Chair) Councillor Chris Dolphin Councillor Ian Dunbar Councillor Robin Guest Councillor Ron Hampson Councillor Dennis Hutchinson (<i>from June 2014 to October 2014</i>) Councillor Joe Johnson Councillor Brian Lloyd (Vice-Chair) Councillor David Mackie Councillor David Roney (<i>from November 2014 to February 2015</i>) Councillor Tony Sharps Councillor Paul Shotton Councillor Ian Smith Councillor Nigel Steele-Mortimer Councillor Owen Thomas (<i>from April 2015</i>) Councillor David Williams</p>	<p>Councillor Carolyn Thomas (Chair from May 2014 to February 2015) Councillor David Roney (Chair from March 2015) Councillor Marion Bateman Councillor Clive Carver Councillor Paul Cunningham Councillor Peter Curtis (Vice-Chair) Councillor Ian Dunbar Councillor Andy Dunbobbin Councillor Robin Guest Councillor Ron Hampson Councillor Joe Johnson Councillor Richard Jones Councillor Richard Lloyd (<i>from May 2014 to February 2015</i>) Councillor Tim Newhouse (<i>from May 2014 to June 2014 – re-appointed to Committee in March 2015</i>) Councillor Paul Shotton Councillor Nigel Steele-Mortimer (<i>from March 2015</i>) Councillor Arnold Woolley Dip.IM, MCMI</p>
<p><u>Environment</u></p> <p>Councillor Hilary Isherwood (Chair) Councillor Alex Aldridge (<i>from May 2014 to June 2014</i>) Councillor Haydn Bateman Councillor Peter Curtis Councillor Chris Dolphin Councillor Ian Dunbar Councillor David Evans (Vice-Chair) Councillor Veronica Gay Councillor Cindy Hinds Councillor Ray Hughes Councillor Joe Johnson (<i>from July 2014</i>) Councillor Colin Legg Councillor Brian Lloyd (<i>from March 2015</i>) Councillor Nancy Matthews Councillor Ann Minshull Councillor Paul Shotton</p>	<p><u>Housing</u></p> <p>Councillor Ron Hampson (Chair) Councillor Amanda Bragg Councillor David Cox Councillor Paul Cunningham (<i>from June 2014</i>) Councillor Peter Curtis Councillor Ron Davies Councillor Glenys Diskin (<i>from May 2014 to June 2014</i>) Councillor Rosetta Dolphin Councillor Jim Falshaw Councillor George Hardcastle (Vice-Chair) Councillor Ray Hughes Councillor Hilary Isherwood Councillor Brian Lloyd Councillor Mike Reece Councillor Gareth Roberts Councillor Sharon Williams</p>

<p>Councillor Carolyn Thomas (<i>from May 2014 to March 2015</i>)</p>	
<p><u>Lifelong Learning</u></p> <p>Councillor Ian Roberts (Chair) Councillor Marion Bateman Councillor Amanda Bragg Councillor Adele Davies-Cooke Councillor Ian Dunbar Councillor Ron Hampson Councillor Stella Jones (<i>from May 2014 to February 2015</i>) Councillor Colin Legg Councillor Phil Lightfoot Councillor Mike Lowe (<i>from June 2014</i>) Councillor David Mackie Councillor Nancy Matthews Councillor Vicky Perfect (<i>from September 2014</i>) Councillor Paul Shotton Councillor Nigel Steele-Mortimer Councillor Carolyn Thomas (<i>from June 2014</i>) Councillor David Williams (<i>from May 2014 to June 2014</i>)</p> <p><u>Co-opted Members</u> Janine Beggan (<i>from June 2014</i>) David Hytch (Vice-Chair) Rita Price Rebecca Stark Rev. John Thelwell Stephanie Williams (<i>from May 2014 to June 2014</i>)</p>	<p><u>Social & Health Care</u></p> <p>Councillor Carol Ellis (Chair) Councillor Marion Bateman (<i>from May 2014 to October 2014</i>) Councillor Amanda Bragg (<i>from October 2014</i>) Councillor Peter Curtis Councillor Adele Davies-Cooke Councillor Andy Dunbobbin (Vice-Chair) Councillor Veronica Gay Councillor Cindy Hinds Councillor Hilary Isherwood Councillor Stella Jones (<i>from May 2014 to February 2015</i>) Councillor Mike Lowe Councillor Brian Lloyd Councillor David Mackie Councillor Hilary McGill Councillor Ian Smith Councillor David Wisinger</p>

Appendix 2
Topics covered and activity information

Joint Community Profile & Partnerships and Lifelong Learning Overview & Scrutiny Committee

2nd February 2015

Coleg Cambria (Presentation)

COMMUNITY PROFILE & PARTNERSHIPS met 8 times May 2014 and May 2015

9th June, 2014
24th July, 2014
8th September, 2014
13th October, 2014

17th November, 2014
18th December, 2014
9th March, 2015
13th April, 2015

Flintshire Credit Union
Improvement Plan 2014/15
Community Safety Partnership Annual Report 2013/14 (Statutory Crime & Disorder Scrutiny Committee meeting)
Year End Improvement Plan Monitoring Report
LSB and Strategic Partnership Performance - End of Year 2013/14 Review
Regional Emergency Planning Service
County Forum
North Wales Credit Union

North Wales Fire & Rescue Service Presentation
Glyndwr University Presentation
Samaritans Presentation
Implications of the Anti-Social Behaviour Crime & Policing Act 2014
Strategic Partnership Performance Mid-Year Review
Quarterly Improvement Plan Monitoring Reports
Flintshire Community Endowment Fund (Presentation)
Flintshire Local Voluntary Council (Presentation)

Corporate Resources met 12 times between July 2014 and April 2015

2nd July, 2014 (appointment of Chair)
30th July, 2014
11th September, 2014
9th October, 2014
13th November, 2014
11th December, 2014

15th January, 2015
22nd January, 2015
30th January, 2015
12th February, 2015
12th March, 2015
16th April, 2015

<p>Annual Improvement Report from Wales Audit Office WAO Performance Audit Regulatory Programme 2014-15 Improvement Plan 2014/15 Workforce Information Report Quarterly Revenue Budget Monitoring Reports Functional Value for Money (VFM) Programme update Year End Service Performance Report Year End Improvement Plan Monitoring Report Revenue Budget Monitoring 2013/14 (outturn) and Capital Programme 2013/14 (outturn) Auditor General for Wales: Certificate of Compliance for the Audit of Flintshire County Council's 2014-15 Improvement Plan Quarterly Improvement Plan Monitoring Reports</p>	<p>Budget Consultation Process Feedback on Agile & Flexible Working Corporate Resources Mid-Year Chief Officer Performance Reports Customer Service Policy Council Tax Reduction Scheme People Strategy Workshop Report back from the Performance Task & Finish Group Update on the Development of the People Strategy 2015 - 18 Performance Appraisal Competency Based Model Budget Virement Process Discretionary Housing Payment Policy Housing Benefit Overpayments Policy</p>
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Environment met 9 times between June 2014 and April 2015

11th June, 2014
9th July, 2014
17th September, 2014
22nd October 2014
3rd December 2014

26th January, 2015
19th March, 2015
15th April, 2015
23rd April, 2015

Presentation by Natural Resources Wales Mersey Dee Alliance
Improvement Plan 2014/15
Energy Switching Scheme Update
Year End Service Performance Report
Year End Improvement Plan Monitoring Report
Feedback from Workshop on Changing Times: Helping Flintshire's Town Centres adapt to a Changing World
Prioritisation of Highway Improvement Schemes and Traffic Regulation Order Variations
Proposed High Level Staffing Structures - Planning and Environment
Revised Staffing Structure - Streetscene and Transportation
West Flintshire Community Enterprises (Presentation)

12 Month Progress Report following the introduction of Civil Parking Enforcement measures
Quarterly Improvement Plan Monitoring Reports
Heritage Buildings
Mersey Dee Alliance
Mid-Year Chief Officer Performance Reports
Quarterly Improvement Plan Monitoring Reports
Budget Consultation Process 2014/15
Waste Collections Policy
Grass Cutting Policy
Streetlighting Policy
Flintshire Parking Strategies
Flintshire County Council's Car Parking Strategy
The Council's Bus Subsidy, Review of the Demand Responsive Travel Arrangements and the Introduction of an Integrated Transportation Unit

Housing met 10 times between May 2014 and April 2015

21st May, 2014

26th November, 2014

<p>10th June, 2014 7th July, 2014 10th September, 2014 15th October, 2014</p>	<p>14th January, 2015 24th February, 2015 24th March, 2015 24th April, 2015</p>
<p>Domestic Abuse Responsible Pet Ownership Policy Update on the Housing Asset Management Service Improvement Plan 2014/15 Year End Improvement Plan Monitoring Report Year End Service Performance Report Flintshire's Local Housing Strategy - a Report on progress Housing Revenue Account Subsidy (HRAS) System Strategic Housing and Regeneration Programme (including Flint) Tenancy Agreement Consultation Improvement Plan Monitoring Report Welfare Reform Update WHQS Delivery Programme Update Introduction of Self Financing for the Housing Revenue Account Use of Commuted Sums Service Charges/Assisted Gardening Service</p>	<p>North East Wales Homes – update Housing Act Wales 2014 Budget Consultation for 2015/16- Housing Revenue Account Quarterly Performance Reporting Housing Mid-Year Chief Officer Performance Reports Update on implementation of SARTH Anti-Social Behaviour Policy Work of Wales and West Housing Association Housing Act 2014 (Wales) – Homelessness and Power to Disregard the Test of Intentionality Supporting People Commissioning Plan Update on the Housing Revenue Account (HRA) Subsidy Vibrant and Viable Places Welsh Government Consultation on the future of the Right to Buy and Right to Acquire Work of Pennaf Housing Association (PRESENTATION) Flintshire's Strategic Housing and Regeneration Programme (SHARP)</p>
<p>Lifelong Learning met 11 times between June 2014 and May 2015</p>	
<p>19th June, 2014 24th July, 2014 25th September, 2014 23rd October, 2014 4th December, 2014 15th January, 2015</p>	<p>23rd January, 2015 26th February, 2015 26th March, 2015 30th April, 2015 11th May, 2015</p>
<p>Post 16 Commissioning and Planning Cycle Education Improvement & Modernisation Strategy Recommendation from the Leisure Finance Task & Finish Group Year End Service Performance Report Year End Improvement Plan Monitoring Report Inclusion Service Review Update on School Modernisation Governance in Schools Apprenticeship and Training opportunities Improvement Plan Monitoring report Learning from the School Standards Monitoring Group (SSMG)</p>	<p>Lifelong Learning Mid-Year Chief Officer Performance Reports Quarterly Improvement Plan Monitoring Reports School Modernisation Strategy Public Library Standards Statement of Special Needs – Progress Report on Performance Budget Consultation Process 2015/16 Review of School Service Level Agreements Leisure Services Assets – Scoping Report Learner Outcomes School Transport Policy Education for All</p>

Collaborative Working between Schools and Federations Health & Safety in Schools Play Development: Summer Playschemes Self-Evaluation of Education Services School Balances	National Model for School Improvement Improvement plan Monitoring Report Medium Term Plan for Libraries – Proposal to develop new Hub Library at Deeside Leisure Centre and Re-locate Hawarden, Mancot and Queensferry Libraries
Social & Health Care met 11 times between June 2014 and April 2015	
12 th June, 2014 3 rd July, 2014 4 th September, 2014 9 th October, 2014 13 th November, 2014 18 th December, 2014	26 th January, 2015 29 th January, 2015 5 th March, 2015 9 th April, 2015 16 th April, 2015
Presentation by the Betsi Cadwaladr University Health Board Improvement Plan 2014/15 Year End Service Performance Report Year End Improvement Plan Monitoring Report Emergency Duty Team Integrated Health and Social Care Action Plan to support individuals with Dementia Betsi Cadwaladr University Health Board update Improvement Plan Monitoring Report Rota Visits Flintshire Childcare Sufficiency Assessment 2014-2017 Direct Payments/Penderels Trust Regional Safeguarding Children's Board Proposal Adult Safeguarding	Single Point of Access Safeguarding and Care Planning of looked after children and care leavers who exhibit vulnerable and risky behaviour CSSIW Annual Report North Wales Adults Safeguarding Board Mid-Year Chief Officer Performance Report Quarterly Improvement Plan Monitoring Reports Budget Consultation Process 2015/16 Social Services Intermediate Care Fund (ICF) Reablement/Independent Living in Flintshire Key Partnership Projects with Health and the Third Sector Social Services Wellbeing Act Update and Response to Code of Practice Collaborative Projects Update Presentation by Betsi Cadwaladr University Health Board
Key:	
CP & P	= Community Profile & Partnerships Overview & Scrutiny Committee
CR	= Corporate Resources Overview & Scrutiny Committee
E	= Environment Overview & Scrutiny Committee
H	= Housing Overview & Scrutiny Committee
LL	= Lifelong Learning Overview & Scrutiny Committee
S&HC	= Social and Health Care Overview & Scrutiny Committee

APPENDIX 3

OVERVIEW & SCRUTINY OFFICER SUPPORT

The support which Overview & Scrutiny enjoys from officers across the Council is essential to ensure its smooth and effective running.

OVERVIEW & SCRUTINY SUPPORT

The Scrutiny Team are:-

- ❖ Robert Robins – Member Engagement Manager
(principally supporting the Community Profile & Partnerships and the Corporate Resources Overview & Scrutiny Committees in 2014/15) Now supporting Corporate Resources and Organisational Change Overview & Scrutiny Committees.
- ❖ Margaret Parry-Jones – Overview & Scrutiny Facilitator
(principally supporting the Environment and Social & Health Care Overview & Scrutiny Committees)
- ❖ Ceri Owen – Overview & Scrutiny Facilitator
(principally supporting the Housing and the Lifelong Learning Overview & Scrutiny Committees in 2014/15) Now supporting Community & Enterprise and Education & Youth Overview & Scrutiny Committees.
- ❖ Janet Kelly – Overview & Scrutiny Support Officer
(principally supporting task & finish groups)

The team are an independent resource supporting the scrutiny function and its members:

Advising on the strategic direction and development of the scrutiny function;

- Co-ordinating the work programmes for the six Overview & Scrutiny Committees;
- Advising, supporting and assisting in the development of scrutiny members;
- Undertaking research and information analysis to help inform reviews;
- Producing reports and presentations on behalf of Members;
- Offering independent advice and guidance in relation to policy development and performance management;

- Acting as a key contact point to Members, officers, external organisations and the public in relation to scrutiny matters; and Facilitating task & finish groups

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**
DATE: **TUESDAY, 20 OCTOBER 2015**
REPORT BY: **CHIEF OFFICER (GOVERNANCE)**
SUBJECT: **NEW MODEL CONSTITUTION**

1.00 PURPOSE OF REPORT

- 1.01 To consider differences between the Council's current Constitution and the Model Welsh Constitution (MWC) and whether to amend any provisions as a result.

2.00 BACKGROUND

- 2.01 At the AGM in May, the Council adopted the same layout as the MWC and transposed all of the content from its Constitution (in this report called the "old constitution") into that new layout. It did not change the substance of any rules and procedures.
- 2.02 As a result there are differences between the old constitution and the MWC. The Constitution Working Group (CWG) met on 9 July 2015 to consider those differences. It has made recommendations as to changes which it believes should be made.
- 2.03 The Constitution Committee considered the report of the working group at its meeting on 7 October 2015. It approved all the recommendations subject to one amendment, which is described below.

3.00 CONSIDERATIONS

- 3.01 The following parts of the old constitution are not included within the MWC and it is recommended by the CWG that they be included as indicated:

- a) The old constitution contained Article 3.02 which stated:

'Citizens' responsibilities

Citizens must not be violent, abusing or threatening to councillors, or officers and must not wilfully harm things owned by the council, councillors or officers.'

The Constitution Working Group considered that this section should be inserted in the MWC to form a new paragraph (h) at the end of paragraph 3.2.1 with the addition of the following sentence:

“The Council will consider legal action to protect its councillors, officers or property.”

- b) Article 17 of the old constitution included the principles of decision making. The Working Group considered that Articles 17.01, 17.02 and 17.06, 17.07 and 17.08 should all be added to the MWC after s.1.2.1 as shown at Appendix A.

3.02 In addition there were parts of the old constitution and MWC which the Working Group decided not to adopt.

- a) Article 1.04 of the old constitution refers to review of the Constitution. The Working Group considered that this was dealt with more comprehensively by paragraphs 2.4 and 2.5 of the MWC as shown at Appendix B.

- b) The Working Group decided that Articles 20.02 and 20.03 (see Appendix C) were dealt with in a better way by paragraphs 2.3 and 2.8 of the MWC. It therefore recommended that they are not included.

- c) The MWC provides for an annual state of the County debate (see Appendix D). The Working Group felt that the notice of motion procedure gave ample opportunity to debate issues affecting the county. It recommends not adopting that provision.

3.03 The MWC contains a provision at paragraph 6.3.4 (Appendix E) enabling the Council to appoint a new Leader in the event that the existing Leader becomes so ill or incapacitated that he cannot continue in the role. The Working Group hoped that the provision would never need to be exercised but saw that it would be beneficial if such circumstances arose. It recommended the inclusion of a less legalistic version of the provision which is also set out at Appendix E.

3.04 Lastly, the Working Group considered provisions about dismissing the Leader. The old constitution stated that the Leader was appointed at the AGM and served until the next AGM unless he resigned or was disqualified. There was no provision enabling the Leader to be removed, as exists in other councils. It was noted that those councils tend to appoint their leader for a whole council term but it agreed that it would be useful to have such a provision in case it was ever needed.

3.05 The Working Group wanted a process that would not destabilise the Council but, which did not set too high a threshold for removal. It

considered that the MWC provision set too low a hurdle and so recommended that 15% of councillors from at least 2 groups would be needed to instigate such a vote and that a simple majority would be needed to approve the motion. As a further safeguard it suggested that no more than one such vote should be permitted in a rolling 12 month period.

- 3.06 The Constitution Committee felt that the threshold of 15% of councillors as signatories to such a motion was too low. Further it recognised that there might not be as many or indeed any political groups on the council in future. It therefore resolved that the threshold should be simply 25% without the requirement that they come from more than one political group. This resolution is reflected in the recommended drafting at Appendix E.

4.00 RECOMMENDATIONS

- 4.01 That the changes in Appendixes A – E should be approved.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None directly arising from this report.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly arising from this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None directly arising from this report.

8.00 EQUALITIES IMPACT

- 8.01 None directly arising from this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly arising from this report.

10.00 CONSULTATION REQUIRED

- 10.01 Following consideration by the Constitution Committee any changes must be approved by full Council.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The Leader and Constitution Working Group and the Constitution Committee.

12.00 APPENDICES

12.01 Appendix A – Articles 17.01, 17.02 and 17.06, 17.07 and 17.08 to be added to MWC

Appendix B – Article 1.04 to be added to paragraphs 2.4 and 2.5 of the MWC

Appendix C – Articles 20.02 and 20.03

Appendix D – State of the County debate

Appendix E – MWC provisions at paragraph 6.3.4

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

As referred to in the report.

Contact Officer: Gareth Owens
Telephone: 01352 702344
Email: gareth.legal@flintshire.gov.uk

17.01 Responsibility for decision making

The Council will issue and keep a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of this Constitution.

17.02 Principles of decision making

All decisions of the Council will be made in accordance with the following principles:

PRINCIPLES OF DECISION MAKING

- (a) proportionality (i.e. the action must be proportionate to the desired outcome);
- (b) due consultation and the taking of professional advice from officers;
- (c) respect for human rights (see below for further details);
- (d) a presumption in favour of openness; and
- (e) clarity of aims and desired outcomes.

17.03 Decisions reserved to full Council

Decisions relating to the functions listed in Articles 4.01 and 4.02 will be made by the full Council and not delegated.

17.04 Decision making by the full Council

Subject to Article 16.08, the Council meeting will follow the Council Procedures Rules set out in Part 4 of this Constitution when considering any matter.

17.05 Decision making by the Cabinet

Subject to Article 16.08, the Cabinet will follow the Cabinet Procedures Rules set out in Part 4 of this Constitution when considering any matter.

17.06 Decision making by Overview and Scrutiny Committees

Overview and Scrutiny Committees will follow the Overview and Scrutiny Procedures Rules set out in Part 4 of this Constitution when considering any matter.

17.07 Decision making by other Committees and Sub-Committees established by the Council

Subject to Article 17.08, other Council Committees and Sub-Committees will follow those parts of the Council Procedures Rules set out in Part 4 of this Constitution as apply to them.

17.08 Decision making by Council bodies acting as tribunals

The Council, a Councillor or an officer acting as a tribunal or in a quasi judicial manner or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.

Recommendation 17.01, 17.02, 17.06, 17.07, 17.08 to be added to MWC after section 1.2.1 as shown below

1. How the Council Operates

- 1.2.1 The Council is comprised of Councillors elected every four years. Each Councillor is democratically accountable to the residents of their electoral division as well as all of those who live in. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those that did not vote for them.
- 1.2.2 The Council will issue and keep a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of this Constitution.
- 1.2.3 All decisions of the Council will be made in accordance with the following principles:
 - (a) proportionality (i.e. the action must be proportionate to the desired outcome);
 - (b) due consultation and the taking of professional advice from officers;
 - (c) respect for human rights (see below for further details);

- (d) a presumption in favour of openness; and
- (e) clarity of aims and desired outcomes.

1.2.4 Overview and Scrutiny Committees will follow the Overview and Scrutiny Procedures Rules set out in Part 4 of this Constitution when considering any matter.

1.2.5 Subject to paragraph 1.2.6, other Council Committees and Sub-Committees will follow those parts of the Council Procedures Rules set out in Part 4 of this Constitution as apply to them.

1.2.6 The Council, a Councillor or an officer acting as a tribunal or in a quasi judicial manner or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.

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ARTICLE 1.04 CURRENT CONSTITUTION

1.04 Review of the Constitution

The Council will monitor and evaluate the operation of the Constitution as set out in Article 19.

MODEL WELSH CONSTITUTION

2.4 Duty to Monitor and Review the Constitution

The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect and it is kept up-to-date. The Section 151 Officer shall be responsible for keeping under review the Financial Regulations set out in Section 16 of the Constitution and shall make any necessary amendments and revisions as are required from time to time. He/she shall report any amendments made to Section 16 to the next available Council meeting for noting.

2.5 Protocol for Monitoring and Review of Constitution by Monitoring Officer

A key role for the Monitoring Officer is to make recommendations for ways in which the Constitution could be amended in order to better achieve the purposes set out in this Section. In undertaking this task, the Monitoring Officer may:

- 2.5.1 observe meetings of different parts of the Member and Officer structure;
- 2.5.2 undertake an audit trail of a sample of decisions;
- 2.5.3 record and analyse issues raised with him/her by Members, Officers, the public and other relevant stakeholders; and,
- 2.5.4 compare practices in this Council with those in comparable authorities, or national examples of best practice.

Recommendation: to use the MWC which is more comprehensive

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ARTICLES 20.02 & 20.03 OLD CONSTITUTION

20.02 Interpretation

The ruling of the Chair of Council as to the construction or application of this Constitution or as to any proceedings of the Council shall not be challenged at any meeting of the Council. Such interpretation will have regard to the purposes of this Constitution contained in Article 1.

20.03 Publication

- (a) The Chief Officer, Governance will ensure that printed copies are available for inspection at Council offices, libraries and other appropriate locations, and can be purchased by members of the local press and the public on payment of a reasonable fee.
- (b) The Chief Officer, Governance will ensure that the summary of the Constitution is made widely available within the area and is updated as necessary.

MODEL WELSH CONSTITUTION:-

2.3 Interpretation of the Constitution

- 2.3.1 We have tried to make the Constitution as clear and as easy to understand as possible. Inevitably, people will have different views about what certain passages mean.
- 2.3.2 During meetings, the person chairing or presiding at the meeting interpret the relevant procedure rules and their ruling is final.
- 2.3.3 In all other situations, the Monitoring Officer will determine the interpretation and application of the Constitution, including the procedure rules

2.8 Publication

- 2.8.1 The Monitoring Officer will ensure that copies of this Constitution are available for inspection at Council offices and on the Council's website.

- 2.8.2 The Monitoring Officer will provide a link to a copy of this Constitution to each Member of the Council upon delivery to him/her of that individual's declaration of acceptance of office on the Member first being elected to the Council and thereafter ensure that an up to date version is available for inspection and published on the Council's website.
- 2.8.3 The Monitoring Officer will ensure that the Constitution is updated as necessary in accordance with paragraph

Recommendation: To use paragraphs 2.3 and 2.8

	State of the County Debate	APPENDIX D
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4.23

4.23.1 Calling of Debate

The Leader may call a state of the County debate annually on a date and in a form to be agreed with the Chair.

4.23.2 Form of Debate

The Leader will decide the form of the debate with the aim of enabling the widest possible public involvement and publicity. This may include holding workshops and other events prior to or during the debate.

4.23.3 Chairing of Debate

The debate will be Chaired by the Chair.

4.23.4 Results of Debate

The results of the debate will be disseminated as widely as possible within the community and to agencies and organisations in the area which work in active partnership with the Council and considered by the Leader in proposing the Budget and Policy Framework to the Council for the coming year.

Recommendation: Not to adopt these provisions

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1. SICKNESS/ILL HEALTH

MODEL WELSH CONSTITUTION

6.3.4 The Leader will cease to be Leader upon death or upon suffering any disability which will, or is likely to, prevent them from undertaking the role of Leader for a period of three months or more.

Suggested alternative wording

6.3.4 If the Leader dies or suffers any accident, illness or injury which will, or is likely, in the opinion of the Chair of Council, to prevent them from undertaking the role of Leader for a period of three months or more then the Full Council must consider whether to appoint a replacement

Recommendation: to adopt the suggested alternative wording

2. REMOVAL BY NOTICE OF MOTION

MODEL WELSH CONSTITUTION

6.3.2 The Leader can be dismissed where the Council passes a resolution removing him/her from office in accordance with the Rules at section .

4.20.4 Motion to Remove the Leader

- (a) A motion to remove the Leader cannot be moved unless the notice of motion is signed by a number of councillors which is at least equivalent to 15% of the total number of councillors on the Council and which includes councillors from at least two political groups.
- (b) In order for such a motion to be carried it must have the support of at least two thirds of those Members voting and present in the room at the time the question was put.
- (c) A motion to remove the Leader cannot be moved more than once in any rolling 12 month period.

RECOMMENDED ALTERNATIVE

6.3.2 The Leader can be dismissed where the Council passes a resolution removing him/her from office in accordance with the Rules at section 4.20.4 of the Council Procedure Rules .

4.20.4 Motion to Remove the Leader

- (a) A motion to remove the Leader cannot be moved unless the notice of motion is signed by a number of councillors which is at least equivalent to 25% of the total number of councillors on the Council.
- (b) In order for such a motion to be carried it must have the support of a majority of those Members voting and present in the room at the time the question was put.
- (c) A motion to remove the Leader cannot be moved more than once in any rolling 12 month period.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **FLINTSHIRE COUNTY COUNCIL**

DATE: **TUESDAY, 20 OCTOBER 2015**

REPORT BY: **CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **PROPOSED CHANGES TO CHIEF OFFICER
(PLANNING & ENVIRONMENT) DELEGATED
POWERS**

1.00 PURPOSE OF REPORT

- 1.01 To consider recommendations from Planning Strategy Group (PSG) to alter the delegations to the Chief Officer (Planning & Environment).
- 1.02 To transfer the documented responsibility to make agreements for highway works from the Chief Officer (Streetscene and Transportation) to the Chief Officer (Planning & Environment) in order to reflect the staffing structure.

2.00 BACKGROUND

- 2.01 The Chief Officer (Planning & Environment) has reported twice to PSG on potential changes to his delegated authority (see Appendix A and B). The purpose was to update the scheme and to ensure that the Planning and Development Committee considered those applications that warrant member scrutiny rather than matters which are reported to committee due to a technicality.
- 2.02 PSG considered a report on 21 May 2015 when it resolved:
- “(a) That the amendments to the Chief Officer (Planning & Environment) Scheme of Delegation be endorsed;
 - (b) That a report on the implications of the CIL regulations on Section 106 obligations be submitted to the next meeting of this Group; and
 - (c) That a reporting incorporating the proposed changes to the Chief Officer (Planning and Environment) delegated powers be submitted to the next available meeting of the Council’s Constitution Committee.”

PSG considered a further report on 2 July 2015 when it resolved:

“That the additional amendments to the Chief Officer (Planning & Environment) Scheme of Delegation outlined in the report be endorsed and that a report incorporating all the proposed changes be

taken to the next meeting of the Council's Constitution Committee."

2.03 Section 13 of the Constitution sets out which committee or officer is responsible for Local Choice Functions (see table 3 page 175 onwards). At paragraph 18 (page 177) it allocates "the power to make agreements for the execution of highways works" to the Chief Officer (Transport and Streetscene) [sic]. In reality that work is now undertaken by officers reporting to the Chief Officer (Planning & Environment). It is therefore recommended that the table is amended to reflect this.

2.04 Constitution Committee considered the 2 reports from PSG at its meeting on 7 October 2015 and approved all the changes as recommended. It also approved the transfer of responsibility from the Chief Officer Streetscene and Transportation to the Chief Officer Planning and Environment.

3.00 CONSIDERATIONS

3.01 Both PSG and Constitution Committee fully supported the revised delegations to the Chief Officer (Planning and Environment), and were satisfied that the Planning & Development Control Committee will still be able to consider applications that warrant member scrutiny. There is of course the failsafe that members retain the ability to ask for applications to be considered at committee (if there is a legitimate reason).

4.00 RECOMMENDATIONS

4.01 That the revised delegations, recommended by Constitution Committee, to the Chief Officer (Planning & Environment) are recommended to Council for approval.

4.02 That the power to make agreements for the execution of highways works be transferred from the Chief Officer (Transport and Streetscene) to the Chief Officer (Planning & Environment).

5.00 FINANCIAL IMPLICATIONS

5.01 None directly arising.

6.00 ANTI POVERTY IMPACT

6.01 None directly arising.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly arising.

8.00 EQUALITIES IMPACT

8.01 None directly arising.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly arising.

10.00 CONSULTATION REQUIRED

10.01 This matter must be referred to full Council for approval.

11.00 CONSULTATION UNDERTAKEN

11.01 Planning Strategy Group and Constitution Committee.

12.00 APPENDICES

Appendix A – Report to Planning Strategy Group dated 21.5.15

Appendix B – Report to Planning Strategy Group dated 2.7.15

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

Contact Officer: Gareth Owens
Telephone: 01352 702344
Email: gareth.legal@flintshire.gov.uk

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **PLANNING STRATEGY GROUP**

DATE: **THURSDAY, 21 MAY 2015**

REPORT BY: **CHIEF OFFICER (PLANNING AND ENVIRONMENT)**

SUBJECT: **PROPOSED CHANGES TO CHIEF OFFICER
(PLANNING & ENVIRONMENT) DELEGATED
POWERS**

1.00 PURPOSE OF REPORT

1.01 To advise members of the intention to seek authority for the changes to the Chief Officer (Planning and Environment) delegated powers (pages 144 – 150 of the Council's constitution), in relation to the thresholds set in some of the criteria, the procedures for accepting money in lieu of community provisions under Section 106 obligations and other minor changes to update the scheme (The relevant extract from the constitution, being the existing scheme of delegation, is appended to the report).

2.00 BACKGROUND

2.02 Members will note from the attached delegated scheme (Para.4 at the bottom of page 145) that the Chief Officer (Planning and Environment) has the authority to enter into "Agreements and receive Unilateral Undertakings on behalf of the Council under Section 106 of the Town and Country Planning Act 1990 in respect of a commuted sum by developers in lieu of on-site play/open space provision, where the residential development concerned provides a maximum of 10 no. dwelling units"

2.03 Members will also be aware that a number of planning applications have recently been reported to committee to seek Section 106 monies in lieu of Education provisions and affordable housing. Similarly, amendments to Section 106 Obligations relating to larger schemes have to be reported back to committee whenever minor changes such as substitution of house types are proposed, as this falls outside the delegated powers as they stand. Rarely will the issues be significant enough to warrant consideration by Members and the changes outlined below would allow these to be processed under delegated powers.

2.04 Other changes to the delegated scheme are required to bring it up to date with legislative and procedural changes and these along with the changes to some of the thresholds are set out below. The restrictions set out at the start of the delegation scheme, including "Where a

Member requests in writing during the consultation period that any application in his or her ward should be determined by the Planning and Development Control Committee” (and the following clause which refers to adjoining ward Members) will remain applicable to the amended delegation scheme as they do at present.

3.00 CONSIDERATIONS

- 3.01 The most recent amendment to the planning delegated scheme increased the thresholds in relation to non-residential developments from 1,000 sq. m. to 2,000 sq. m. (5,000 sq. m. on established industrial estates /business parks or land allocated for such purposes in the UDP). The intention here was to facilitate employment generating development. However, one of the remaining restrictions on delegated decisions refers to the development not exceeding 15 metres in height. **(Page 144, 1. (b) and (c))** of the delegated scheme. Whereas this is a useful indicator of the bulk and massing of a building and therefore of its potential impact and significance, there are often elements of the building or free standing structures which will exceed this height but which in themselves have little impact. Examples might be silos, telecommunication masts, chimneys and stacks and, in some contexts wind turbines. What is suggested in this context is that the reference to height is amended to read :
“Where the height, in the case of a building would exceed 15 metres and in the case of any other structure, 25 m.
- 3.02 The next suggested change is in relation to changes of use **(Page 145, 1. (i))**. This reads “changes of use to buildings and land where the floor area does not exceed 2000 sq. m. or the site area does not exceed 0.2 Ha.” It is proposed that this should also be subject to the clause that applies to (b) and (c) above, namely: **“the limits in (i) be increased to 5,000 sq. m. and 5 Ha. respectively on established industrial estates/business parks or land allocated for such purposes in the UDP”**.
- 3.03 Turning next to residential development **(Page 145, 1. (j))**. This presently reads “residential development which does not exceed 0.5 Ha, substitution of house types and variation of layout”. Previous versions of this clause referred to a maximum number of dwellings (10) and it is considered that for clarity a specific number should be re-introduced as a threshold. Based on the 0.5 Ha and the UDP’s standard of 30 dwellings to a hectare it is proposed that this should be changed to read: **“residential development which does not exceed 15 units or, where the number of dwellings is not known, 0.5 Ha., substitution of house types and variation of housing layouts”**
- 3.04 In relation to the construction of services **(Page 145, 1. (l))** which reads: “construction above and below ground of storage tanks with a volume no greater than 10,000 litres, pipes, sewers, drains and power lines of no more than 1Km. in length and associated pumping stations and substations”, it is suggested that the **of no more than 1 Km. in**

length is taken out on the basis that the impact of a proposed service is not proportional to its length (a 1 Km. overhead line might affect a significant number of properties in an urban area whereas a 10 Km. line might have no such impact in a rural area)

- 3.05 In relation to Section 106 Obligations (**Page 145, 4.**) the Chief Officer (Planning and Environment) has the authority to enter into “Agreements and receive Unilateral Undertakings on behalf of the Council under Section 106 of the Town and Country Planning Act 1990 in respect of a commuted sum by developers in lieu of on-site play/open space provision, where the residential development concerned provides a maximum of 10 no. dwelling units”.
- 3.06 Under the Community Infrastructure Levy (CIL) Regulations the way we can accept money for community benefits has changed and a report on the implications of the legislation will be brought to the next group meeting. However, the current wording of the delegated power in relation to Section 106 Obligations results in a number of applications being reported to committee when they do not raise any significant planning issues which need involve Members
- 3.07 It is therefore proposed that Clause 4. should be amended to read:
“(i) To enter into Agreements and receive Unilateral Undertakings on behalf of the Council under Section 106 of the Town and Country Planning Act 1990 in respect of the payment of a commuted sum by developers in lieu of on-site play/open space provision, educational provision and/or in lieu of affordable housing provision, where the residential development concerned provides a maximum of 15 no. dwellings.
(ii) On behalf of the Council to receive the earlier payment of the monies referred to above where the applicant requests this as an alternative to the Section 106 Obligation.
(iii) On behalf of the Council to amend existing Section 106 Obligations covering the above matters.
- 3.08 Members will be aware that we will shortly be charging for pre-application advice and Welsh Government will be introducing a formal procedure in respect of this service. In light of these changes it is proposed to add another clause to the scheme of delegation to cover this:
5. To provide pre-application advice in relation to development proposals, informally and on the basis of formal applications
- 3.09 Finally, it will be noted that the Executive Functions (**Page 146**) and Schedule 1. (**Pages 147 – 150**) need to be updated to take account of procedural changes (e.g. Forestry Commission is now NRW) and more recent legislation (e.g. **The T&CP (Development Management Procedure) (Wales) Order 2012**) and these are included in the attached amended Scheme of Delegation.

4.00 RECOMMENDATIONS

That the amendments to the Chief Officer (Planning and Environment) Scheme of Delegation be endorsed and that a report incorporating the proposed changes be taken to the next meeting of the Council's Constitution Committee

5.00 FINANCIAL IMPLICATIONS

None

6.00 ANTI POVERTY IMPACT

None

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

None

9.00 PERSONNEL IMPLICATIONS

None

10.00 CONSULTATION REQUIRED

None

11.00 CONSULTATION UNDERTAKEN

None

12.00 APPENDICES

Chief Officer (Planning and Environment) Scheme of Delegation

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

Contact Officer: Glyn P. Jones
Telephone: 01352 703248
Email: glyn.p.jones@flintshire.gov.uk

Chief Officer, Planning & Environment

1. Subject to the following restrictions:-

(a) Where a Member requests in writing during the consultation period that any application in his or her ward should be determined by the Planning & Development Control Committee.

(b) Where an adjoining Ward Members whose Ward is likely to be significantly affected by the development in question requests in writing during the consultation period that the application be determined by the Planning & Development Control Committee.

(c) Where the application constitutes a departure from the Development Plan.

The Chief Officer, Planning & Environment shall have power to act and determine applications in accordance with the Council's Planning Policies in the following categories:-

(a) alterations and/or extensions to residential property, the construction of and alterations and/or extensions to domestic garages and structures;

(b) alterations and/or extensions to non-residential buildings or structures where the additional net floor space or ground area does not exceed 2000 sq.m. or 50% of the existing whichever is the greater, where the resultant building or structure would not exceed 15 metres in height above ground level and alterations to and the provision of new entrances and means of escape;

(c) new non-residential developments which do not create more than 2000 sq.m. net floor space or exceed 15 metres in height above ground level and/or where the site does not exceed 2 ha.;

Note: the limits in (b) and (c) above be increased to 5000 sq.m. and 5 ha. respectively on established industrial estates/business parks or land allocated for such purposes in the UDP.

(d) construction and/or alteration of vehicular and pedestrian accesses to highways;

(e) erection of satellite dishes, radio antennae and other telecommunications equipment;

(f) development on allotments;

(g) provision of means of enclosure;

(h) alterations to and/or provision of new shop and office fronts and the

	<p>provision of roller shutters and canopies;</p> <p>(i) changes of use to buildings and land where the floor area does not exceed 2000 sq.m. or the site area does not exceed 2 ha.</p> <p>(j) residential development which does not exceed 0.5 ha, substitution of house types and variation of housing layouts;</p> <p>(k) development by the County Council, statutory undertakers (including privatised utilities) and Government departments and agencies falling within any other category (a) to (u) hereof;</p> <p>(l) construction above and below ground of storage tanks with a volume no greater than 10,000 litres, pipes, sewers, drains and power lines of no more than 1 Km. in length and associated pumping stations and sub-stations;</p> <p>(m) tipping of inert, non-toxic waste on sites not exceeding 1 ha. in area;</p> <p>(n) demolition of buildings;</p> <p>(o) conservation area consent;</p> <p>(p) listed building consent;</p> <p>(q) amendments to schemes with planning permission;</p> <p>(r) renewal of temporary permission;</p> <p>(s) reserved matters and any application or request for approval, agreement or consent pursuant to a condition imposed on a planning permission or approval and the subsequent discharge of the condition;</p> <p>(t) renewal of time limited permissions which have not lapsed and where circumstances have not materially altered;</p> <p>(u) variation or removal of planning conditions.</p> <p>2. The Chief Officer, Planning & Environment shall also have delegated powers to act in relation to those matters set out in Schedule One hereto.</p> <p>3. To determine the need for Environmental Assessments and the issue of screening and scoping opinions in respect of development proposals.</p> <p>4. To enter into Agreements and receive Unilateral Undertakings on behalf of the Council under Section 106 of the Town and Country Planning Act 1990 in respect of the payment of a commuted sum by developers in lieu of on site play/open space provision, where the residential development concerned provides a maximum of 10 no. dwelling units.</p>
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Executive Functions

1. To respond to the Forestry Commission in relation to Notices regarding Felling Licence Applications under Section 15 of the Forestry Act 1967.
2. To prepare development briefs.
3. To take any urgent decision arising from the work of the Planning Division following consultation with the Chairman and Vice-Chairman.
4. To determine grant applications under the Flintshire Historic Building Repair Grant Scheme in consultation with the appropriate Cabinet Member.
5. To determine Landscape and Conservation Grant applications in consultation with the appropriate Cabinet Member.
6. To determine Holywell TH1 Grant applications in consultation with the appropriate Cabinet Member.

**DELEGATED POWERS TO
CHIEF OFFICER, PLANNING & ENVIRONMENT**

LEGISLATION	DESCRIPTION	SECTION	POWER
Town and Country Planning Act 1990 (as amended).	Tree Preservation Orders and Trees in Conservation Areas.	198, 201, 300	Making, service and confirmation of provisional TPO's where no objection is received
Page 184	Notices requiring replacement of trees.	207, 209	Revocation of TPO's Making and service and recovery of costs in default.
	Determination of requests for consent to fell, top or lop trees covered by TPO's and/or in Conservation Areas.	198	Granting or refusal.
	Dispensations with regard to replanting.	206, 213	Granting or refusal.
	Notices requiring proper maintenance of land.	215, 219	Making, service and withdrawal and recovery of costs in default.
	Breach of Condition Notices.	187A	Making, service and withdrawal.
	Planning Contravention Notices.	171C	Making, service, and determination of response to any offers and representations made at time and place meetings.

LEGISLATION	DESCRIPTION	SECTION	POWER
Town and Country Planning Act 1990 (as amended) (continued).	Stop Notices.	183	Making, service and withdrawal of Notice.
	Enforcement and Special Enforcement Notices.	172, 173A, 294	Making, service, variation and withdrawal.
	Information as to interest in land.	330	Making and service of notices.
	Repetitive Applications.	70A	To decline to determine such applications.
	Applications for Certificates of Lawfulness of existing or proposed use or development.	191, 192	Consideration and determination.
	Applications for Express Consent to Display Advertisements.	220	Consideration and determination.
	Advertisements, Placards or Posters Displayed in Contravention of Advertisement Regulations.	224, 225	Removal and/or obliteration and making and service of discontinuance orders.

LEGISLATION	DESCRIPTION	SECTION	POWER
Town and Country Planning Act 1990 (as amended) (continued).	Applications for Prior Approval under the Delyn Simplified Planning Zone Scheme.	84	Consideration and determination.
	Directions to restrict the exercise of permitted development rights in conservation areas.	60	Making and service.
	Applications for Prior Approval under Article 3 and Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995.	60	Consideration and determination.
Planning (Listed Buildings and Conservation Areas) Act 1990.	Building Preservation Notices.	3	Making and service.
	Listed Building Enforcement Notices.	38	Making, service, variation and withdrawal.
	Listed Building Repairs Notices.	48	Making and service.
	Dangerous Structures Orders.	56	Making and service.
	Urgent works to preserve unoccupied listed buildings.	54, 55	Making and service of notices and recovery of expenses.

LEGISLATION	DESCRIPTION	SECTION	POWER
Planning (Listed Buildings and Conservation Areas) Act 1990 (continued).	Contribution to preservation of listed and unlisted buildings of architectural or historic interest.	57	Processing and award of grants in accordance with the Council's agreed procedures and policies.
Planning (Hazardous Substances) Act 1990.	Hazardous Substances Contravention Notices.	24, 24A	Making, service, variation and withdrawal.
Land Compensation Act 1961 (as amended).	Applications for Certificates of Appropriate Alternative Development.	17	Consideration and determination.
Environment Act 1995.	Second list of sites or changes to first list of sites.	96	Obtain relevant information for, or take any other action to publicise.
	Mineral Planning - Phase I and II Sites		Granting of extensions of time for submissions of applications for appeals of conditions under the Environment Act 1995 (26th November, 1996)
	Mineral Planning - Phase I and II Sites	Schedule 13(9)	Authority to opine that the Council is unable to determine applications without further specific details
	The Hedgerow Regulations 1997 (S.I. 1160)		Authority to respond to Hedgerow Renewal Notes and to agree extensions of response for building and conduct appeals (24th June, 1997)

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **PLANNING STRATEGY GROUP**

DATE: **THURSDAY, 2 JULY 2015**

REPORT BY: **CHIEF OFFICER (PLANNING AND ENVIRONMENT)**

SUBJECT: **SUPPLEMENTARY REPORT ON PROPOSED CHANGES TO CHIEF OFFICER (PLANNING & ENVIRONMENT) DELEGATED POWERS**

1.00 PURPOSE OF REPORT

1.01 Members will recall that I brought a report to the 21st May meeting of the Group to advise of the intention to seek authority for the changes to the Chief Officer (Planning and Environment) delegated powers (pages 144 – 150 of the Council’s constitution), in relation to the thresholds set in some of the criteria, the procedures for accepting money in lieu of community provisions under Section 106 obligations and other minor changes to update the scheme. This report seeks to widen the delegated powers in respect of other aspects which are normally but less frequently the subject of Section 106 Obligations.

2.00 BACKGROUND

2.02 My report to the group meeting in May is attached as Appendix 1 and the minutes reported above show that the recommendation was endorsed in respect of :

“(a) That the amendments to the Chief Officer (Planning & Environment) Scheme of Delegation be endorsed;

(b) That a report on the implications of the CIL regulations on Section 106 obligations be submitted to the next meeting of this Group; and

(c) That a report incorporating the proposed changes to the Chief Officer (Planning and Environment) delegated powers be submitted to the next available meeting of the Council’s Constitution Committee.”

2.03 What is now sought is that additions are made to the topics subject to Section 106 Obligations covered in Para. 3.07 of my previous report (Appendix 1) to include reference to off-site highway improvements and the payment of commuted sums to cover such works, the payment of sums of money in lieu of on-site parking provision, etc.

3.00 CONSIDERATIONS

The purpose of the changes contained in my previous report was to update the delegated scheme and to seek to ensure that Planning and Development Control Committee could concentrate on those significant development proposals which warrant consideration by Members, avoiding those applications which are often not contentious and which are reported on a technicality, because they fall outside the existing delegation scheme.

3.01 Although they are less frequent than those categories covered by my earlier report it is now recommended that Section 106 Obligations covering Highway requirements are included in the Scheme of Delegation. These would normally involve work such as road marking which would be required as a result of a new development and would be covered by a Traffic Regulation Order, along with the receipt of commuted sums in lieu of such works where this is the chosen option. It would also allow the receipt of money in lieu of on-site parking provision.

3.02 From recent reports to Planning Committee, Members will be aware that there is often a request for payment in lieu of mitigation in respect of the wildlife and ecological impacts of a development and these are again the subject of Section 106 Obligations. It is proposed that the delegated scheme be amended to include such Obligations and the earlier payment of such sums where this is the developer's chosen option

3.03 Further to me earlier report I now propose the following further amendments to Clause 4 of the delegated scheme , as shown in bold print below:

“(i) To enter into Agreements and receive Unilateral Undertakings on behalf of the Council under Section 106 of the Town and Country Planning Act 1990 in respect of the payment of a commuted sum by developers in lieu of on-site play/open space provision, educational provision, affordable housing provision, **off site highway or drainage works and ecological mitigation**, where the residential development concerned provides a maximum of 15 no. dwellings, **or in the case of non-residential development it would otherwise fall within the delegated scheme.**

(ii) On behalf of the Council to receive the earlier payment of the monies referred to above where the applicant requests this as an alternative to the Section 106 Obligation.

(iii) On behalf of the Council to amend existing Section 106 Obligations covering the above matters.

4.00 RECOMMENDATIONS

That the additional amendments to the Chief Officer (Planning and Environment) Scheme of Delegation outlined above be endorsed and that a report incorporating all the proposed changes be taken to the next meeting of the Council's Constitution Committee

5.00 FINANCIAL IMPLICATIONS

None

6.00 ANTI POVERTY IMPACT

None

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

None

9.00 PERSONNEL IMPLICATIONS

None

10.00 CONSULTATION REQUIRED

None

11.00 CONSULTATION UNDERTAKEN

None

12.00 APPENDICES

Chief Officer (Planning and Environment) Scheme of Delegation

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

Contact Officer: Glyn P. Jones
Telephone: 01352 703248
Email: glyn.p.jones@flintshire.gov.uk

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 20 October 2015
Report Subject	Draft Annual Report of the Independent Remuneration Panel for Wales 2016/17
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

Each year, the Independent Remuneration for Wales (IRPW) determines the rates of payment which are made to elected and co-opted Members of Welsh local authorities for the following municipal year. The IRPW is required to send the draft annual report to County Councils, which this year it did on 5th October, requiring comments by no later than 30th November 2015.

The IRPW is required to take into account the representations which it receives on the draft before issuing its final version of the report in February.

For 2016/17, whilst the basic salary remains at £13,300, the IRPW has made a number of new determinations, most notably the introduction of two tiers of payment for Executive (Cabinet) Members and Committee Chairs and the reduction by £2,000 of the payment made to leader of the largest opposition group.

There is also an expectation regarding the provision of telephones for Members.

RECOMMENDATIONS

1	To consider and comment on the determinations made by the Independent Remuneration Panel for Wales in their draft Annual Report for the 2016/17 Municipal Year.
2	To authorise the Chief Officer (Governance) to make a response on behalf of the Council to the IRPW.

REPORT DETAILS

1.00	EXPLAINING THE DRAFT ANNUAL REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES 2016/17
1.01	The IRPW produces a report on an annual basis, setting out what it has decided (these are called 'determinations') should be the rates of payments to Members and co-optees of local authorities.
1.02	For the first time, the IRPW has received a remit letter from its sponsor Minister, Leighton Andrews, AM, Minister for Public Services, drawing attention to the Welsh Government's desire to reduce the cost of politics. In response to this, the IRPW has obtained comparative information from a national expert on remuneration and was reassured that its rates of remuneration are 'justified and appropriate in comparison to other UK nations.'
1.03	For 2016/17, the IRPW has made 52 determinations, 19 of which are directly relevant to Flintshire County Council and a further 8 which relate to town and community councils (the other 25 relate to Fire & Rescue and National Park Authorities) The Panel's determinations for 2016/17 are attached as Appendix 1.
1.04	There is no change proposed for the basic salary, which remains at £13,300.(Determination 1) The payment to the leader and deputy leader remain unchanged at £48,000 and £33,350 respectively.(Determination 2)
1.05	For the first time, the IRPW has put forward a two tier approach for Cabinet Member senior salaries and Committee chairs. Authorities will either have a deputy leader and four senior Cabinet Members on £29,000 or five senior Cabinet Members on £29,000. The other Cabinet Members, up to the statutory maximum of 10 would then be paid £26,100. For Committee Chairs, two rates are proposed: Level 1: £22,000 and Level 2: £20,000. The Council may wish to comment on these proposals. (Determination 2)
1.06	The payment to the Leader of the largest opposition group is reduced from £22,000 to £20,000. (Determination 2)The Council may wish to comment on this proposal.
1.07	The rates for civic salaries (which are paid to the Chair and Vice-chair of Council) remain as they are currently. (Determination 3) Flintshire has previously decided to pay band B (now called level 2) which is 21,500 and £16,000 respectively.
1.08	The payment rates for co-optees remains unchanged. (Determination 39)
1.09.	As in the 2014/15 report, the IRPW has again expressed concerns at the 'inconsistency of support provided to members to enable them to discharge their functions effectively'. Paragraph 3.23 of the report refers to email and telephone provision and Determination 6 says that 'All elected members

	should be provided with adequate telephone and email facilities and electronic access to appropriate information.' Flintshire has provided ipads to all Members who wished to use them (currently 66 out of 70 members) but does not provide phones or make line rental payments to Members. This could be a significant cost, which is difficult to quantify. The Council may wish to comment on this proposal.
1.10	The entitlement to join the Local Government Pension Scheme (LGPS) still applies to all eligible elected members of principal councils (Determination 23).

2.00	RESOURCE IMPLICATIONS
2.01	The Budget provision required for payment of Members allowances in 2016/17 is likely to be similar to that in 2015/16 apart from telephone provision which is yet to be costed.

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

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

5.00	APPENDICES
5.01	The list of Determinations is attached as Appendix 1 The IRPW Draft report for 2016/17 is attached as Appendix 2 The Letter from the IRPW is attached as Appendix 3

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	The background document to this report is the Draft IRPW report which is attached as the appendix. Contact Officer: Robert Robins Member Engagement Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>The Independent Remuneration Panel for Wales (IRPW) which determines levels of local authority payments to Members.</p> <p>Determinations: the decisions which the IRPW makes.</p> <p>Municipal year: the 'council year' which runs from one annual meeting (in May) to the next.</p>

Annex 1: The Panel's determinations for 2016/17

1. Basic salary in 2016/17 for elected members of principal councils shall remain at £13,300.
2. The Panel has determined that senior salary levels in 2016/17 for members of principal councils shall be as set out in table 2.
3. The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3) and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.
4. The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.
5. The Panel has determined that the post of deputy presiding member will not be remunerated.
6. The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information.
7. The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and/or efficiency of members.
8. All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursement shall only be made on production of receipts from the carer.
9. An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.
10. When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.
11. It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

12. If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.
13. When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.
14. The Council's schedule of remuneration must be amended to reflect the implication of the family absence.
15. The chair of a Joint Overview and Scrutiny Committee is eligible for a salary equivalent to that part of a Band 3 Level 2 senior salary that remunerates a committee chair of a principal authority, (£6,700).
16. In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £3,350.
17. The chair of a sub committee of a JOSC is eligible for a salary of £1,675.
18. In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £837.
19. Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.
20. Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).
21. A deputy chair of a JOSC or sub committee is not eligible for payment.
22. Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.
23. The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.
24. The basic salary for NPA ordinary members should be £3,600 ($42/156 \times £13,300$).

25. An NPA senior salary can be paid to the chair, deputy chair, and up to two committee chairs.
26. The senior salary of the chair of an NPA should be £12,300.
27. The senior salary of a deputy chair and chairs of NPA committees can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility:

£6,000 or £7,300
28. Members must not receive more than one NPA senior salary.
29. An NPA senior salary is paid inclusive of the NPA basic salary.
30. Members of principal local authorities in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.
31. The basic salary for FRA ordinary members should be £1,700 ($20/156 \times £13,300$).
32. A Fire & Rescue Authority senior salary can be paid to the chair, deputy chair, and up to two chairs of committees.
33. The senior salary of the chair of an FRA should be £10,400.
34. The senior salary of a deputy chair of an FRA, with significant and sustained senior responsibility, should be £5,400.
35. The senior salary of a chair of an FRA committee should be £5,400.
36. Members must not receive more than one FRA senior salary.
37. An FRA senior salary is paid inclusive of the FRA basic salary.
38. Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.
39. Principal councils, NPAs & FRAs must pay the following fees to co-opted members (Table 4) (who have voting rights).
40. Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.
41. Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

42. The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
43. Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.
44. The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.
45. Community and town councils are authorised to make a payment to each of their members of a maximum amount of £100 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
46. Community and town councils are authorised to make an annual payment not exceeding £500 to up to 3 members in recognition of specific responsibilities.
47. Community and town councils are authorised to provide a civic allowance to the mayor/chair and deputy mayor/chair of the council at an amount that they deem appropriate to undertake the functions of that office.
48. Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties both within and outside the area of the council.¹⁵ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:
 - 45p per mile up to 10,000 miles in the year.
 - 25p per mile over 10,000 miles.
 - 5p per passenger per mile – passenger supplement.
 - 24p per mile for private motor cycles.
 - 20p per mile for bicycles.
49. Community and town councils are authorised to reimburse subsistence expenses to their members for attending approved duties outside the area of the council at the maximum rates set out below on the basis of receipted claims:
 - £28 per day allowance for meals, including breakfast where not provided.
 - £200 – London overnight.
 - £95 – elsewhere overnight.
 - £30 – staying with friends and/or family overnight.

¹⁵ Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.



Independent Remuneration Panel for Wales

Annual Report

DRAFT

February 2016



This is our eighth Annual Report since the Panel was established in 2008 and is the fifth Annual Report since the approval of the Local Government (Wales) Measure 2011 ('the Measure')¹.

In 2013 the Panel revisited the 22 principal councils, the 3 national park authorities (NPAs) and the 3 fire and rescue authorities (FRAs) to discuss how our determinations were working in practice and what matters we should address in our Annual Report. This resulted in a number of significant changes to the Panel's remuneration framework in its Annual Report published in February 2014, including a small increase in the Basic Salary.

Last year the Panel decided that given the continuing constraints on local government spending there would be no increase in remuneration in 2015/16. The Panel has taken the same approach this year and has decided that there will be no increase in remuneration in 2016/17.

This year, for the first time, the Panel was given a 'remit' letter by its sponsor Minister in which the Minister drew the Panel's attention to the desire of Welsh Government to reduce the cost of politics to the public purse and pointed to a number of aspects of the current remuneration framework that he felt needed to be given consideration.

This year the Panel has also given further consideration to the remuneration of members of community and town councils in the light of additional information it has obtained about their work, and we have decided to make some amendments to the remuneration framework as it applies to these councils.

The Panel remains concerned at the inconsistency of support provided to members to enable them to discharge their functions effectively. We are also concerned that some councillors have not always fully utilised the support that has been provided through the Panel's remuneration framework and urges all those involved to ensure that the Panel's determinations are fully implemented and that individual councillors are encouraged to access all the support available, including the Care Allowance.

The Welsh Government amended the Local Government (Wales) Measure 2011 by inserting section 143A that enables the Panel to take a view on any change to the salary of the Head of Paid Service (normally the Chief Executive or Chief Fire Officer) or anything in the Pay Policy Statement of an authority that relates to this post. The Welsh Government has subsequently issued guidance on this to the Panel. The Local Government (Wales) Bill currently being considered by the National Assembly proposes additional powers and responsibilities for the Panel. These will, on a temporary basis, extend their functions relating to Heads of Paid Service to Chief Officers of principal local authorities. In addition the Bill provides that the Panel be

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

given powers to determine remuneration for members of shadow authorities and newly forming principal councils.

The Panel has continued to contribute wherever possible through its determinations to enhancing diversity in local government in Wales. It has also taken steps to help Welsh Government to broaden the Panel's membership when the opportunity occurs, and the Minister has appointed additional women members to the Panel as from 1 January 2016.

The Panel is keenly aware of the way Welsh Government is progressing the work of the Commission on Public Service Governance and Delivery and will be liaising closely with the Local Democracy and Boundary Commission for Wales in preparation for the implementation of the various Acts that will determine the future shape of local government in Wales.

The Panel's determinations for 2016/17 can be found at Annex 1.

It is my last year as Chair of the Panel after eight very interesting and rewarding years in that role. I want to thank my fellow Panel members, past and present, for their support to me during my term of office and for their commitment to the work of the Panel. I am very happy to welcome my colleague, John Bader, as the new Chair of the Panel and to wish him and the other Panel members every success in the future.

Finally, on behalf of the Panel I would like to put on record our appreciation of the support we receive for our work from the Welsh Government officials who constitute our secretariat.

Richard Penn
Chair

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Summary of payments to members and co-opted members of principal councils, community and town councils, national park authorities and Welsh fire & rescue authorities in 2016/17

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

Council	Number of councillors	Number of senior salaries
Group A		
Cardiff	75	19
Rhondda Cynon Taf	75	19
Swansea	72	19
Group B		
Bridgend	54	18
Caerphilly	73	18
Carmarthenshire	74	18
Conwy	59	18
Flintshire	70	18
Gwynedd	75	18
Neath Port Talbot	64	18
Newport	50	18
Pembrokeshire	60	18
Powys	73	18
Vale of Glamorgan	47	18
Wrexham	52	18
Group C		
Blaenau Gwent	42	17
Ceredigion	42	17
Denbighshire	47	17
Isle of Anglesey	30	15
Merthyr Tydfil	33	16
Monmouthshire	43	17
Torfaen	44	17

Table 1 notes

- (i) Following the commencement of the provisions of the Local Government (Democracy) (Wales) Act 2013 there is no longer a need for the Panel to express the limit on senior salaries in percentages. It should be remembered however, that the Measure restricts the maximum number of senior salaries to 50% of the membership of the council, unless Welsh Ministers agree that the

Panel may determine an increased proportion². That has implications for Merthyr Tydfil where the maximum number is 16 and for Isle of Anglesey where the equivalent number is 15 (both of which include civic salaries in respect of the posts of civic head and deputy civic head).

- (ii) The civic salaries in respect of civic head and deputy civic head do not count towards the maximum proportion of senior salaries that a council is allowed to pay (except for the Isle of Anglesey and Merthyr Tydfil).

Table 2: Basic salary and senior salaries shall be payable as follows to all members of principal councils

Basic salary (payable to all elected members) £13,300			
	Group A (Cardiff, Rhondda Cynon Taf, Swansea)	Group B (Bridgend, Caerphilly, Carmarthenshire, Conwy, Flintshire, Gwynedd, Newport, Neath Port Talbot, Pembrokeshire, Powys, Vale of Glamorgan, Wrexham)	Group C (Blaenau Gwent, Ceredigion, Denbighshire, Merthyr Tydfil, Monmouthshire, Torfaen, Isle of Anglesey)
Senior salaries (inclusive of basic salary)			
Band 1			
Leader	£53,000	£48,000	£43,000
Deputy leader	£36,800	£33,350	£29,900
Band 2			
Executive members (up to a maximum of 4 or 5 if no Deputy leader)	£32,000	£29,000	£26,000
Other Executive members (to statutory maximum)	£28,800	£26,100	£23,400
Band 3			
Committee chairs (if remunerated):	Level 1	£22,000	
	Level 2	£20,000	
Band 4			
Leader of largest opposition group ³	£20,000		

² As set out in The Local Government (Wales) Measure 2011: Section 142; sub-section 5.

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

Band 5

Leader of other political groups

£17,000

Table 2 Notes

- (i) The Panel has determined that a council must make a senior salary available to the leader of the largest opposition group (subject to the 10% requirement).

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

Remuneration of civic leaders and deputy civic leaders <i>(inclusive of basic salaries)</i>		
Responsibility Level	Civic leaders	Deputy civic leaders
Level 1	24,000	18,000
Level 2	21,500	16,000
Level 3	19,000	14,000

Table 4: Fees for co-opted members (with voting rights) of local authorities (including national park authorities and fire and rescue authorities)

Chairs of standards committees and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)

Table 5: Basic and senior salaries shall be payable as follows to members of national park authorities (NPAs)

Basic salary	£3,600
Senior salaries (inclusive of basic salary)	
Chair ⁴ (Band 3)	£12,300
Deputy chair/committee chair (see note i)	
Level 1	£7,300
Level 2	£6,000

Table 6: Basic and senior salaries shall be payable as follows to members of Welsh fire and rescue authorities (FRAs)

Basic salary	£1,700
Senior salaries (inclusive of basic salary)	
Chair ⁵ (Band 3)	£10,400
Deputy chair	£5,400
Committee chair (see note i)	£5,400

Tables 5 & 6 notes

- (i) A National Park Authority / Fire & Rescue Authority senior salary can be paid to the chair, deputy chair, and up to two other committee chairs.
- (ii) National Park Authorities and Fire & Rescue Authorities, as in the case of principal councils, can decide on the maximum number of days for which co-opted members may be paid in any one year.

⁴ Brecon Beacons, Pembrokeshire Coast, Snowdonia.

⁵ Mid & West Wales, North Wales, South Wales.

1. Introduction

- 1.1 This is the eighth Annual Report of the Independent Remuneration Panel for Wales (the Panel), and the fifth published under the requirements of the Local Government (Wales) Measure 2011. The Measure extended the responsibilities of the Panel and its powers under Section 142 to decide (prescribe) payments to members of relevant authorities. This enabled the Panel to move beyond the previous limitation of setting maximum limits for member payments and the Panel has been able to use this power of prescription from April 2012. The Measure also extended the Panel's remit to include responsibility for the remuneration of members of National Park Authorities (NPAs), Fire and Rescue Authorities (FRAs) and Community and Town Councils.
- 1.2 Section 63 of The Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting Section 143A. This requires that any principal council or fire and rescue authority that intends to change the salary of its Head of Paid Service must consult the Panel unless the change is in keeping with changes applied to other officers. Section 143A also enables the Panel to take a view on anything in the Pay Policy Statement of an authority that relates to the salary of the Head of Paid Service (normally the Chief Executive or Chief Fire Officer). The Panel's approach to its use of this power is set out in Section 11 of this Report and accords with the guidance issued to the Panel by the Welsh Government that can be found at Annex 6.
- 1.3 The Local Government (Wales) Bill currently being considered by the National Assembly proposes additional powers and responsibilities for the Panel. These will, on a temporary basis, extend their functions relating to Heads of Paid Service to Chief Officers of principal local authorities. In addition the Bill provides that the Panel be given powers to determine remuneration for members of shadow authorities and newly forming principal councils.
- 1.4 The Panel, established by the Welsh Government in 2008, is now in its eighth year. It comprises Richard Penn, John Bader, Anne Abel, Stephen Mulholland and Gregory Owens. Richard Penn is the Panel member appointed as Chair by the Minister and John Bader is the Vice Chair elected by members of the Panel. Richard Penn's eight year term of office as Chair of the Panel terminates at the end of December 2015. The Minister has appointed John Bader to be the Chair of the Panel and his term of office commences on 1 January 2016. The Minister has appointed Julie May as a new Panel member.
- 1.5 In the determinations for this Annual Report the Panel has continued to take into account affordability and acceptability, given the ongoing constraints on local authority budgets.
- 1.6 Although there has been an increase in population throughout Wales, the 2011 census⁶ did not indicate that this has been sufficient to move any principal

⁶ 2011 Census table CP04: Usual resident population all ages, unitary authorities in Wales.

council to a higher population group and the Panel's framework is unchanged in respect of population groups.

- 1.7 As with the Panel's previous Reports, and no less now under the Measure, its determinations on member remuneration are underpinned by a set of principles set out in Section 2 of this Annual Report.
- 1.8 The Panel remains firmly of the view that maintaining the democratic values of local governance cannot be cost-free. Members of local authorities (including co-opted and appointed members) are there to represent the interests of local people, undertake the governance of local communities, and secure value-for-money public services for local tax-payers through effective scrutiny. These are significant and considerable tasks for members of relevant authorities within the Panel's remit. Publicly funded remuneration is made available to encourage a diversity of willing and able people to undertake local governance through their elected, appointed or co-opted roles.
- 1.9 In determining the level of payments to members of local councils, the Panel has sought to meet its principle of '*acceptability*' by ensuring that these are not '*so great as to require a significant diversion of resources from key council priorities*'. But Section 142(8) of the Measure is more explicit on '*affordability*' when it states that "*when setting an amount⁷ ...the Panel must take into account what it considers will be the likely financial impact of doing so on relevant authorities*". Meeting the requirement of the Measure in regard to affordability has been a challenge for the Panel, not least because of public interest in the payments made to members. The Panel acknowledges that the issue of affordability – in relation both to relevant authorities' service budgets and to the electorate's disposable incomes – is likely to exert a powerful impact on the public perception of any increases to members' payments.
- 1.10 As a charge on the public purse, payments to members for their time, worth and responsibility must be, and must be seen to be, fair and affordable. The Panel's determinations in its 2009 Report aligned payments to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). The basic salary was set at three-fifths of the All Wales Median Salary and senior salaries were set at multiples of this annual median salary. In setting these salaries the Panel recognised that there was an unpaid public service contribution.
- 1.11 Given the very modest relaxation in the constraints on public sector pay and also to prevent further erosion of the relative levels of remuneration, the Panel decided last year in view of the continuing severe constraints on local government resources not to increase remuneration in 2015/16. There has been no change in that situation in the current year and the Panel has decided not to increase remuneration in 2016/17. This will further compromise the alignment to median gross earnings in Wales that underpinned the basic salary

⁷ <http://www.legislation.gov.uk/mwa/2011/4/contents/enacted>.

set in 2009. This is a matter that the Panel intends to re-examine at an appropriate time in the future.

- 1.12 This year, for the first time, the Panel was given a 'remit' letter (this can be found at Annex 5) by its sponsor Minister in which the Minister drew the Panel's attention to the desire of Welsh Government to reduce the cost of politics to the public purse and pointed to a number of aspects of the current remuneration framework for consideration. The Minister also asked the Panel to consider whether the rates of payment to leaders and executive members is justified when compared with those paid in similarly sized councils in other parts of the UK.
- 1.13 The Panel obtained comparative information on this from a national expert on remuneration and met with him to discuss his findings. As a result the Panel was reassured that its rates of remuneration are justified and appropriate in comparison to other UK nations.
- 1.14 However, the Panel has made a number of changes to the payment of senior salaries as a result of its further consideration of these aspects of the framework.
- 1.15 The Panel circulated a questionnaire to the clerks of all community and town councils in Wales to establish the extent to which those councils had utilised the determination in its December 2012 Annual Report that enabled those councils to make a payment to each of their members of a maximum of £100 per year for costs incurred in respect of telephone usage, information technology, consumables etc. There was a very disappointing response, with less than 11.5% of questionnaires completed and returned, so it was not possible to establish a clear picture of the situation. The Panel has undertaken additional evidence gathering about the work of town and community councils in Wales in 2015 and has decided to make a number of amendments to the remuneration framework as it applies to these councils.
- 1.16 The Panel remains concerned at the wide variation and inconsistency of support provided to members to enable them to discharge their functions effectively. The Panel has determined that such support should be provided without cost to the individual elected member, and that the cost of support must be appropriate, reasonable and publicly declared. Deductions must not be made from members' salaries by the respective authority as a contribution towards those support costs which the authority considers necessary for the effectiveness and/or efficiency of members. However, the Panel is aware that a number of authorities have not fully implemented the Panel's determinations in this regard and last year amendments were made to its previous determinations to ensure there is greater consistency across Wales.

Further to its discussions with members of Democratic Services Committees and Heads of Democratic Services in 2015 the Panel is still concerned that there continues to be variation in the support provided to members. It is important that authorities are aware that insufficient support can undermine the ability of elected members to discharge their basic duties effectively.

- 1.17 The Panel expects that the support provided should take account of the specific needs of individual members. The functions of Democratic Services Committees include a requirement to review the level of support provided to members to carry out their duties and the Panel would expect these committees to carry this out and bring forward proposals to the full council as to what is considered to be reasonable. Members of Democratic Service Committees and Heads of Democratic Services indicated at our meetings with them that it would be beneficial for authorities to be proactive in sharing information and establishing benchmarks for levels of provision and good practice in how authorities support the work of elected members.
- 1.18 The Panel notes that members have not always utilised the support that has been provided through the Panel's remuneration framework, particularly in respect of the care allowance. Some members are reluctant to claim all that they are entitled to claim in support of their work, particularly the care allowance, because of concerns about the adverse publicity this can attract. Democratic Services Committees should take steps to encourage and facilitate eligible members in claiming these allowances.
- 1.19 The Panel urges all those involved to ensure that the Panel's determinations are fully implemented and that individual members are encouraged to access all the available support, including the care allowance.
- 1.20 The Panel has continued to contribute wherever possible to enhancing diversity in local government in Wales through its determinations. It has also taken steps along with the Public Appointments Unit that should help broaden the Panel's membership when the opportunity occurs. The Panel responded to an invitation from the then Minister for Local Government and Government Business to report on its approach to increasing diversity within its membership. The report can be found on the Panel's website⁸.
- 1.21 Section 153 of the Measure empowers the Panel to monitor relevant authorities' compliance with its requirements. An examination of the level of compliance by principal councils revealed that over half of the councils had significant deficiencies in respect of the requirements relating to the Schedule of Member Remuneration and the publication of remuneration as set out in Annual Reports. Although specific concerns were raised with individual authorities and actions taken to address them, the Panel continues to emphasise the importance of providing accurate and timely information about payments to councillors that can be readily accessed by members of the public. Panel members will continue to engage with representatives of Democratic Services Committees and officers to discuss ways to improve the consistency and ease of access to this information in the future.
- 1.22 There are significant issues of non-compliance by town and community councils which will be the subject of detailed examination and appropriate action.

⁸ <http://wales.gov.uk/docs/dsilg/publications/140926-irp-report-on-local-diversity.pdf>

- 1.23 The Panel recognises the importance that Welsh Government places on effective scrutiny as an essential element of the cabinet system of local government. The Panel will continue to liaise with the Welsh Government's Scrutiny Reference Panel to inform future determinations in relation to the scrutiny function.
- 1.24 The Panel is also very aware of the way Welsh Government is progressing the legislation that will determine the future shape of local government in Wales and the Panel will be liaising closely with the Local Democracy and Boundary Commission for Wales in preparation for its implementation.

2. The Panel's Framework: Principles of Remuneration

Upholding trust and confidence

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

Simplicity

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

Remuneration

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

Diversity

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

Accountability

- 2.5 Taxpayers and citizens have the right to receive value for money from public funds committed to the remuneration of those who are elected, appointed or co-opted to serve in the public interest. The Panel expects all principal councils to make information readily available about the activities of their members and in particular expects all local authority councillors to produce an annual report of their council-related activity.

Fairness

- 2.6 As an essential test of the framework's fairness, the Panel ensures that its decisions on remuneration for members take account of the earnings of the electorate in Wales. The framework will be capable of being applied consistently to members of all public authorities as a means of ensuring that levels of remuneration are fair, affordable and generally acceptable.

Quality

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

Transparency

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

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

Basic salary for elected members of principal councils

- 3.1 In view of the continuing reduction in public sector funding, the Panel has determined there shall be no increase from spring 2016 in the level of basic salary for members of principal councils.

Determination 1: Basic salary in 2016/17 for elected members of principal councils shall remain at £13,300.

Note to Determination 1:

The Panel originally determined (IRP Annual Report December, 2009) that the payment of basic salary would be aligned to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). Given the pressures on public expenditure it was not possible for this alignment to be maintained. The Panel will revisit when appropriate the basis on which the basic salary has been determined.

Senior salaries for elected members of principal councils

- 3.2 The limit on the number of senior salaries payable ('the cap') will remain in place. In 2016/17 the maximum number of senior salaries payable within each council will not be altered and will be as set out in Table 1.

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

Council	Number of councillors	Number of senior salaries
Group A		
Cardiff	75	19
Rhondda Cynon Taf	75	19
Swansea	72	19
Group B		
Bridgend	54	18
Caerphilly	73	18
Cardiff	74	18
Carmarthenshire	59	18
Conwy	70	18
Flintshire	75	18
Gwynedd	64	18
Neath Port Talbot	50	18
Newport	60	18
Pembrokeshire	73	18
Powys	47	18
Vale of Glamorgan	52	18
Wrexham		
Group C		
Blaenau Gwent	42	17
Ceredigion	42	17
Denbighshire	47	17
Isle of Anglesey	30	15
Merthyr Tydfil	33	16
Monmouthshire	43	17
Torfaen	44	17

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

3.3 The Panel has revisited its previous decisions in respect of the senior salaries paid to these post holders.

(i) The Executive:

The visits to all principal councils by the Panel in 2009 produced the general conclusion that Executive members should be considered as working the equivalent of full time (up to 40 hours per week) but not necessarily nine to five. However, we have stressed that in reaching this decision there was recognition that with a potential of nearly 200 Executive members (excluding Leaders) there would be a variety of arrangements and that some portfolio holders would have

greater responsibility and workloads than others. But this was dependent on the specific organisational arrangements of the cabinets of each authority.

We have now given further consideration to this issue following more recent visits as well as views expressed to us as to the appropriateness of paying cabinet members the same salary irrespective of the responsibility of the portfolio held. Although many councils operate with a cabinet of 10, the statutory maximum, others choose to have smaller cabinets and therefore the range of individual portfolios is much greater. We have concluded that this should be reflected in the remuneration framework. It is not the role of the Panel to determine the structure of cabinets of local authorities so the new determinations provide flexibility for each council to decide the appropriate range of portfolios to meet local needs, recognising that there is an inevitable variation on the level of responsibility and workload.

Up to 5 cabinet posts (excluding Leaders) will be paid a salary of:

Group A - £32,000
Group B - £29,000
Group C - £26,000

Deputy Leaders (where appointed) will be one of the 5 posts and the salary will be increased by 15%

Any other cabinet members (up to the statutory maximum) will be paid a salary of:

Group A - £28,800
Group B - £26,100
Group C - £23,400

It will be a matter for individual authorities to decide the implementation of the determinations within their specific cabinet structures.

(ii) Chairs of Committees

The Panel continues to take the view that the responsibility and function of chairing a committee is not generally influenced by population of the authority. However, there is recognition that the specific responsibility and workload of some chairs is greater than others, and this has been a topic of ongoing dialogue and debate. We consider that this should be reflected in the remuneration framework.

The Panel is therefore introducing two levels of remuneration for chairs of committees:

Level 1 chairs will be paid a salary of £22,000
Level 2 chairs will be paid a salary of £20,000

Although it will be a matter for individual authorities to decide which of the chairs (if remunerated) are level 1 or level 2, the Panel expects that the payment of a level 1 salary would be to recognise exceptional responsibility.

The senior salary bands

Determination 2: The Panel has determined that senior salary levels in 2016/17 for members of principal councils shall be as set out in table 2.

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

Basic salary (payable to all elected members) £13,300			
	Group A (Cardiff, Rhondda Cynon Taf, Swansea)	Group B (Bridgend, Caerphilly, Carmarthenshire, Conwy, Flintshire, Gwynedd, Newport, Neath Port Talbot, Pembrokeshire, Powys, Vale of Glamorgan, Wrexham)	Group C (Blaenau Gwent, Ceredigion, Denbighshire, Merthyr Tydfil, Monmouthshire, Torfaen, Isle of Anglesey)
Senior salaries (inclusive of basic salary)			
Band 1			
Leader	£53,000	£48,000	£43,000
Deputy leader	£36,800	£33,350	£29,900
Band 2			
Executive members (up to a maximum of 4 or 5 if no Deputy leader)	£32,000	£29,000	£26,000
Other Executive members (to statutory maximum)	£28,800	£26,100	£23,400
Band 3			
Committee chairs (if remunerated):	Level 1	£22,000	
	Level 2	£20,000	

Band 4	
Leader of largest opposition group ⁹	£20,000
Band 5	
Leader of other political groups	£17,000

Table 2 notes:

- a. The Panel considers that the leadership and executive roles (Band 1 and 2 salaries respectively) carry the greatest individual accountability and that ‘size of population’ remains a major factor in influencing levels of responsibility and the use of the three population groups (A, B and C) has therefore been retained.
- b. Committee chairs will be paid at Band 3, either Level 1 or 2 (for decision by the authority); although an individual authority may determine not to pay particular chairs.
- c. The Panel is aware of the importance placed by the Welsh Government on the value of the scrutiny function for local democracy and has noted that in total there are currently 91 chairs of scrutiny who receive senior salaries. The Panel believes that this is a clear recognition of the importance of this function and should be maintained.
- d. The stipulation that an opposition group leader or any other group leader must represent at least 10% of the council membership before qualifying for a senior salary remains unchanged.
- e. The Panel has determined that a council must make a senior salary available to the leader of the largest opposition group. The range of responsibility and accountability of the leader of the largest opposition group varies across authorities. Nevertheless, the Panel remains of the view that payment for this position is important for local democracy and that this role should be remunerated at Band 3 level 2.
- f. The Panel has determined that, if remunerated, a Band 5 senior salary must be paid to leaders of other political groups.
- g. See IRPW Regulations, Annex 2, Part 1(2) for a definition of “*largest opposition group*” and “*other political group*”.

Payments to civic heads and deputies (civic salaries)

- 3.4 The Panel maintains the view that it is appropriate for authorities to set remuneration levels which reflect activity and responsibility of civic heads and

⁹ Leader of largest opposition group. See IRPW Regulations, Annex 2, Part 1(2) for a definition of “*largest opposition group*” and “*other political group*”.

deputies rather than the local population. The Panel is aware but surprised that many councils have set the salaries for their civic heads and deputies to accord with the population groups rather than necessarily reflecting the specific responsibilities attached to the roles. For the removal of doubt, the three established groups of principal councils calculated by population are not required to be applied in relation to payments to civic heads and deputies.

- 3.5 The Panel has set three possible levels of civic salary - higher, mid and lower. Each authority must decide which level (if any) is to be paid for each of these roles according to local factors. For example, the civic head of a small council may be paid at the highest rate, whilst the civic head of a large council may be paid at the lowest rate, rates of payment to deputy civic heads may be similarly varied. This also allows for civic heads and their deputies in the same authority to be paid at different levels.
- 3.6 A council may decide not to apply any civic salary to the posts of civic head and/or deputy civic head.

Determination 3: The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3) and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.

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

Remuneration of civic heads and deputy civic heads <i>(inclusive of basic salaries)</i>		
Responsibility Level	Civic heads	Deputy civic heads
Level 1	£24,000	£18,000
Level 2	£21,500	£16,000
Level 3	£19,000	£14,000

Table 3 notes:

- a. The posts of civic head and deputy civic head are not included in the cap (with the exception of Isle of Anglesey and Merthyr Tydfil Councils).
- b. The Panel's requirement that members should not have to pay for the cost of the support (see determination 7) that is needed to carry out their duties applies also in respect of civic heads. The Panel recognises the range of provision made for civic heads in respect of transport, secretarial support, charitable giving and clothing. The Panel does not consider it appropriate for councils to

expect or require that contributions towards any such provision should be met from the net senior salaries paid to civic heads.

- 3.7. Civic roles are senior posts within councils which are distinct from political or executive leadership. In addition to chairing major meetings the civic head is the authority's 'first citizen' and 'ambassador', representing the council to a wide variety of institutions and organisations, and this requires the post holder to exemplify and promote good citizenship.
- 3.8. Deputy civic heads are often 'civic heads in waiting' for the following year, 'learning the ropes' by participating in a separate schedule of events as well as deputising for the civic head.
- 3.9. The intention of the civic allowance as defined by sections 22(5) and 24(4) of the Local Government Act 1972 remains to allow a council to pay a chair and vice-chair of a council an allowance which it thinks fit for the purposes of meeting the expenses of those offices.
- 3.10. In many instances civic heads receive secretarial support, are provided with transport for official duties and can access a separate hospitality budget which is managed and controlled by council officers.
- 3.11 The level of support given, the personal financial outlay and the level of activity during the year of office varies considerably between authorities and the size of authority does not necessarily relate to the commitment required of, or given by, civic heads.
- 3.12 All principal councils have a number of community councils within their areas and many also include town councils. Where a community council has a particularly active civic head this may have some impact on the workload of the principal council's civic head.
- 3.13 The Local Government (Democracy) (Wales) Act 2013 allows councils to appoint a presiding member whose role it will be to chair meetings of the whole council. Where appointed, there would be a consequential reduction in the responsibilities of the respective civic head.

Payments to presiding members

Determination 4: The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.

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

Key factors underpinning the Panel's determinations:

- 3.14 The basic salary, paid to all elected members, is remuneration for the responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance for the time equivalent of three days a week. Any time commitment beyond three days is an unpaid public service contribution.
- 3.15 The prescribed salary and expenses must be paid in full to each member unless an individual has independently and voluntarily opted in writing to the authority's proper officer to forego all or any element of the payment.

The following must be applied:

- 3.16 An elected member must not be remunerated for more than one senior post within his or her authority (but see section 4 on JOSCs).
- 3.17 An elected member must not be paid a senior salary and a civic salary.
- 3.18 All senior and civic salaries are paid inclusive of basic salary.
- 3.19 If a council chooses to have more than one remunerated deputy leader, the difference between the senior salary for the deputy leader and other executive members should be divided by the number of deputy leaders and added to the senior salary for other executive members in order to calculate the senior salary payable to each deputy leader.
- 3.20 Members in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA or FRA to which they have been appointed.

Supporting the work of local authority elected members

- 3.21 The Panel held a series of meetings in 2015 with Chairs and members of Democratic Service Committees and Heads of Democratic Services. The Panel remains concerned that there is variation and inconsistency of support provided to members. It is important for authorities to remain aware that insufficient support undermines the ability of members to discharge their basic duties effectively.
- 3.22 The Panel expects that the support provided should take account of the specific needs of individual members. The functions of Democratic Services Committees include a requirement to review the level of support provided to members to carry out their duties and the Panel would expect these committees to carry this out and bring forward proposals to the full council as to what is considered to be reasonable. At the meetings with the Panel in 2015 Heads of Democratic Services suggested that it would be beneficial for authorities to be pro-active in sharing information and establishing benchmarks for levels of provision and good practice in how authorities support the work of elected members.

3.23 The Panel considers it is necessary for each elected member to have ready use of telephone and e-mail services, and to have electronic access to appropriate information via an internet connection. This comprises the necessary provision for a member to be in proper contact with council services and to maintain contact with those they represent. Many councils in Wales are committed to 'paperless working' and without electronic access a member would be significantly limited in his or her ability to discharge their duties. As indicated above it is the responsibility of each council through its Democratic Services Committee to establish its provision of support based on an assessment of the needs of its members. It would not be appropriate for such facilities only to be available within council offices within office hours. When specific training, additional needs or matters of disability apply, each authority will need to assess any particular requirements of individual members.

Determination 6: The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information.

Determination 7: The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and/or efficiency of members.

Reimbursement of travel, subsistence and care costs when on official business

Reimbursement of mileage costs

3.24 The Panel has determined that there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles

- 3.25 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.
- 3.26 The Panel notes that the UK Government announced in its Autumn Statement 2014¹⁰ that travel expenses paid to councillors by their local authority will be exempt from Income Tax and employee NICs. The exemption will be limited to the Approved Mileage Allowance Payment rates where it applies to mileage payments. This change will take effect from 6 April 2015.

Reimbursement of other travel costs

- 3.27 All other claims for travel must only be reimbursed on production of receipts showing the actual cost and will be subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.
- 3.28 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 3.29 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 3.30 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 3.31 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on

¹⁰ Paragraph 2.61, HM Treasury Autumn Statement 2014

consecutive days. Where it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.

- 3.32 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

Reimbursement of costs of care

Determination 8: All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursement shall only be made on production of receipts from the carer.

- 3.33 The reimbursement of cost of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 3.34 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

Entitlement to family absence

- 3.35 The Regulations relating to Family Absence for elected members of principal councils were approved by the National Assembly for Wales in November 2013.
- 3.36 The Panel considered the implications for the remuneration of such members who are given absence under the terms of the Welsh Government Regulations and the Panel's determinations are set out below.

Determination 9: An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.

Determination 10: When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.

Determination 11: It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

Determination 12: If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.

Determination 13: When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

Determination 14: The Council's schedule of remuneration must be amended to reflect the implication of the family absence.

4. Joint Overview and Scrutiny Committees (JOSC)

- 4.1 The Panel has set out the arrangements for the remuneration of chairs of Joint Overview and Scrutiny Committees and Sub-committees. The payments align with those of chairs of committees of principal councils set out in Section 3 (Level 2).

The following determinations apply:

Determination 15: The chair of a Joint Overview and Scrutiny Committee is eligible for a salary equivalent to that part of a Band 3 Level 2 senior salary that remunerates a committee chair of a principal authority (£6,700).

Determination 16: In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £3,350.

Determination 17: The chair of a sub committee of a JOSC is eligible for a salary of £1,675.

Determination 18: In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £837.

Determination 19: Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.

Determination 20: Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).

Determination 21: A deputy chair of a JOSC or sub committee is not eligible for payment.

Determination 22: Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.

- 4.2 The remuneration of chairs of JOSCs (or a sub-committee of JOSCs) is not prescribed and is a matter for the constituent councils to decide whether such a post will be paid. However, if a senior salary is paid, it must be at the level set out in section 4 of this report.

5. Pension provision for elected members of principal councils

The Local Government (Wales) Measure 2011 (“*The Measure*”) provides a power to the Panel to make determinations on pension entitlement for elected members of principal councils.

Determination 23: The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.

6. Payments to members of national park authorities

- 6.1 Given the continuing reduction in public sector funding, the Panel has determined there shall be no increase from spring 2016 in the levels of basic salary for members of national park authorities.
- 6.2 The Panel has based its determinations on the following key points:
- NPA members are drawn from two sources. Welsh Government appointees make up one third of the total of members and two thirds are local authority members nominated by constituent authorities.
 - In addition, standards committees of NPAs have co-opted members whose remuneration is included in the framework.
 - Welsh Government appointees and council nominated members are treated equally in relation to remuneration.
 - NPAs manage their work via formal authority meetings, committees and task and finish groups. Each has a Development/Management/Planning Committee and other committees include Performance and Resources and Audit and Scrutiny. Ordinary NPA members are members of at least one committee as well as being involved in site visits and inspection panels.
 - There is an expectation that members will participate in training and development.
 - The chair of an NPA has a leadership and influencing role in the authority, a representational role similar in some respects to that of a civic head and a high level of accountability. The chair is not only the leader of the authority but is also the public face of the particular national park and is the link with the Minister and AMs with whom they have regular meetings. The role requires a high level of commitment and time.

Basic and senior salaries

- 6.3 The Panel has previously determined that the role of ordinary members of a NPA warranted alignment to the basic salary of a member of a principal council, to be paid for a time commitment of 42 days per year. This continues to underpin its determinations.
- 6.4 The payment of NPA and FRA chairs is set on the same basis (See Section 7). The remuneration of the chair has been aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal authority.
- 6.5 The Panel decided in 2014 to provide local flexibility so that an NPA can decide at which of two levels the roles of deputy chair and other committee chairs can be remunerated. An NPA may choose to pay its deputy chair and/or committee chairs a salary of either £7,300 or £6,000, commensurate with the duties to be discharged in a particular role.

6.6 The Panel has determined that up to two NPA committee chairs can be remunerated.

The Panel has made the following determinations:

Determination 24: The basic salary for NPA ordinary members should be £3,600 ($42/156 \times £13,300$)

Determination 25: An NPA senior salary can be paid to the chair, deputy chair, and up to two committee chairs.

Determination 26: The senior salary of the chair of an NPA should be £12,300

Determination 27: The senior salary of a deputy chair and chairs of NPA committees can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility:

£6,000 or £7,300

Determination 28: Members must not receive more than one NPA senior salary.

Determination 29: An NPA senior salary is paid inclusive of the NPA basic salary.

Determination 30: Members of principal local authorities in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.

Reimbursement of travel, subsistence and care costs when on official business

Reimbursement of mileage costs

6.7 The Panel has decided that there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles

6.8 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

Reimbursement of other travel costs

6.9 All other claims for travel must only be reimbursed on production of receipts showing the actual cost, and are subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

6.10 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

6.11 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.

6.12 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.

6.13 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where it is reasonable and cost effective to reimburse

overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.

- 6.14 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

Reimbursement of costs of care

- 6.15 All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursement shall only be made on production of receipts from the carer. (See Determination 8)
- 6.16 The reimbursement of cost of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 6.17 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

7. Payments to members of Welsh fire and rescue authorities

7.1 Given the continuing reduction in public sector funding, the Panel has determined there shall be no increase from spring 2016 in the levels of salary for members of Welsh fire and rescue authorities.

7.2 Key points that continue to underpin the Panel's determinations for FRA member remuneration in 2016/17 are that:

- The chair has a leadership and influencing role in the authority, and a high level of accountability especially when controversial issues relating to the emergency service arise. In addition to fire authority meetings, all FRAs have committees that include in different combinations: audit, performance management, scrutiny, human resources, resource management as well as task and finish groups and disciplinary panels. As well as attending formal meetings of the authority and committees, members are encouraged to take on a community engagement role, including visiting fire stations.
- There is a strong training ethos in FRAs. Members are expected to participate in training and development. Induction programmes are available as well as specialist training for appeals and disciplinary hearings.
- Training sessions often follow on from authority meetings to make the training accessible.

Basic and senior salaries

7.3 The Panel has previously determined that the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and that the time commitment required is in the region of 20 days per year. This remains the basis of the Panel's determinations.

7.4 The Panel determined that the remuneration of an FRA chair should be aligned to that part of a Band 3 Level 1 senior salary that remunerates a committee chair of a principal council.

7.5 The Panel determined that the remuneration of an FRA deputy chair where there is significant and sustained senior responsibility will be aligned with the Band 5 senior salary.

7.6 The Panel has determined that up to two FRA committee chairs can be remunerated.

The Panel has therefore determined that:

Determination 31: The basic salary for FRA ordinary members should be £1,700 (20/156 x £13,300).

Determination 32: A Fire & Rescue Authority senior salary can be paid to the chair, deputy chair, and up to two chairs of committees.

Determination 33: The senior salary of the chair of an FRA should be £10,400.

Determination 34: The senior salary of a deputy chair of an FRA, with significant and sustained senior responsibility, should be £5,400.

Determination 35: The senior salary of a chair of an FRA committee should be £5,400.

Determination 36: Members must not receive more than one FRA senior salary.

Determination 37: An FRA senior salary is paid inclusive of the FRA basic salary.

Determination 38: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.

Reimbursement of travel, subsistence and care costs when on official business

Reimbursement of mileage costs

7.7 The Panel has decided there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles

- 7.8 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

Reimbursement of other travel costs

- 7.9 All other claims for travel must only be reimbursed on production of receipts showing actual expense and are subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.
- 7.10 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 7.11 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 7.12 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 7.13 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where in such a case it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 7.14 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

Reimbursement of costs of care

- 7.15 All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursements shall only be made on production of receipts from the carer. (See Determination 8)
- 7.16 The reimbursement of costs of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 7.17 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

8. Payments to co-opted members of principal councils, national park authorities and fire & rescue authorities¹¹

- 8.1 The Panel has determined that a daily/half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities. The level of payments is equivalent to the current daily rates for chairs and members of the Welsh Government's Band 2 sponsored bodies. The Panel notes there has been no uplift in these payment levels across such bodies since 2010.
- 8.2 Principal councils, NPAs and FRAs can decide on the maximum number of days in any one year for which co-opted members may be paid.
- 8.3 The determinations are set out below:

Determination 39: Principal councils, NPAs & FRAs must pay the following fees to co-opted members (Table 4) (who have voting rights).

Table 4: Fees for co-opted members (with voting rights)

Chairs of standards, and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)

Determination 40: Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.

Determination 41: Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

Determination 42: The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.

¹¹ This section does not apply to co-opted members of community and town councils.

Determination 43: Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.

Reimbursement of travel, subsistence and care costs when on official business

Reimbursement of mileage costs

8.4 The Panel has decided there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles

8.5 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

Reimbursement of other travel costs

8.6 All other claims for travel must only be reimbursed on production of receipts showing actual expense, and are subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

8.7 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 8.8 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 8.9 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 8.10 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where in such a case it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 8.11 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

Reimbursement of costs of care

- 8.12 All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursements shall only be made on production of receipts from the carer. (See Determination 8)
- 8.13 The reimbursement of costs of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 8.14 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

9. Specific or additional senior salaries

- 9.1 The Panel has allowed for greater flexibility through the provision for authorities to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework, or which could not be accommodated within the maximum number of senior salaries relating to the authority.

Determination 44: The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.

- 9.2 Guidance to local authorities on the application process was issued in April 2014 and incorporated the following principles:
- a. The total number of senior salaries cannot exceed fifty percent¹² of the membership (this applies to principal councils; different restrictions will apply to national park authorities and fire and rescue authorities).
 - b. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - c. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - d. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

¹² Local Government (Wales) Measure 2011 Section 142 (5) The proportion fixed by the Panel in accordance with subsection (4) may not exceed fifty percent unless the consent of the Welsh Ministers has been obtained.

10. Payments to members of community and town councils

- 10.1 The Panel has had responsibility for the remuneration of community and town councils since the Measure of 2011 and its first determinations for such members came into effect in the financial year 2013/2014.
- 10.2 Determinations 45 to 52 are permissive powers, each of which requires a formal decision by each community or town council. Where a community or a town council does make such a decision, it must apply to all its members at the levels determined by the Panel. An individual member may make a personal decision to elect to forgo part or all of the entitlement to any of these allowances by giving notice in writing to the proper officer of the council.
- 10.3 The Panel has made considerable efforts to consult with the 735 community and town councils in Wales over the past three years with limited success. Its survey in 2014 achieved a return rate of only 11.5%. Members of the Panel have researched council websites and have attended conferences of One Voice Wales in order to engage with members. One Voice Wales has undertaken a further survey on behalf of the Panel.

Costs and expenses

- 10.4 In order to compensate members of community and town councils for expenses and costs involved in carrying out their duties, the Panel has determined that councils should be authorised to make a payment to each member. This payment may be taxable – this is a matter for each individual member to establish with her/his tax office.

Determination 45: Community and town councils are authorised to make a payment to each of their members of a maximum amount of £100 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Senior roles

- 10.5 The Panel recognises that specific member roles within especially the larger community and town councils, such as council chair or committee chair, can involve greater responsibility, it has therefore determined that councils should be authorised to pay up to three senior salaries for specified roles considered appropriate.

Determination 46: Community and town councils are authorised to make an annual payment not exceeding £500 to up to 3 members in recognition of specific responsibilities.

Civic allowance

- 10.6 Recognising that some mayors and chairs of community and town councils and their deputies are very active during their year of office (potentially more active in some respects than the mayors or chairs of the principal councils covering their council area), the Panel has determined that community and town councils should be authorised to pay an allowance for these roles.

Determination 47: Community and town councils are authorised to provide a civic allowance to the mayor/chair and deputy mayor/chair of the council at an amount that they deem appropriate to undertake the functions of that office.

Reimbursement of travel and subsistence when undertaking approved duties

- 10.7 The Panel has decided to change the arrangements under which community and town councils may reimburse travel costs for their members undertaking approved duties both within and outside the authority's boundaries. (Previously community and town councils were only authorised to reimburse travel costs on approved duties outside the area of the council.)

Reimbursement of Mileage

Determination 48: Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties both within and outside the area of the council.¹³ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:

- 45p per mile up to 10,000 miles in the year.
- 25p per mile over 10,000 miles.
- 5p per passenger per mile – passenger supplement.
- 24p per mile for private motor cycles.
- 20p per mile for bicycles.

Reimbursement of other travel costs

- 10.8 All other claims for travel must only be reimbursed on production of receipts showing the actual cost and will be subject to any requirement or further

¹³ Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

Reimbursement of subsistence

Determination 49: Community and town councils are authorised to reimburse subsistence expenses to their members for attending approved duties outside the area of the council at the maximum rates set out below on the basis of receipted claims:

- £28 per day allowance for meals, including breakfast where not provided.
- £200 – London overnight.
- £95 – elsewhere overnight.
- £30 – staying with friends and/or family overnight.

Determination 50: Community and town councils are authorised to pay an Attendance Allowance to each of their members for attending approved duties outside the area of the council as follows:

- £16.23 for a period not exceeding 4 hours.
- £32.46 for a period exceeding 4 hours but not exceeding 24 hours.

Determination 51: Community and town councils are authorised to pay a Financial Loss Allowance to each of their members where such loss has actually occurred, for attending approved duties outside the area of the council as follows:

- £30.05 for a period not exceeding 4 hours.
- £60.11 for a period exceeding 4 hours but not exceeding 24 hours.
- £60.11 plus such amount as is payable under (a) and (b) above as appropriate for a period exceeding 24 hours.

Care allowance

10.9 In order to address issues of democratic participation and diversity, the Panel has decided to permit payments to members for the care of dependent children and others whilst attending meetings and other approved duties.

Determination 52: Community and town councils are authorised to provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per

month. Reimbursement shall only be made on production of receipts from the carer.

Publicity requirements

10.10 There is a requirement on community and town councils to publish details of all payments made to individual members. This information must be published (for example, on council websites) and provided to the Panel by email or by post no later than 30 September following the end of the year to which the payments relate. The Panel notes with concern that this requirement has not been complied with by many councils and draws attention to the requirements stipulated at Annex 4.

These payments are:

- Costs incurred in respect of telephone usage, information technology, consumables etc.
- Responsibility payments
- Allowances made to a mayor/chair and deputy mayor/chair.
- Attendance Allowance.
- Financial Loss Allowance.
- Costs incurred in respect of travel and subsistence
- Care allowance.

11. Salaries of heads of paid service of principal councils and fire and rescue authorities

- 11.1 Section 63 of the Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting section 143A. This enables the Panel to take a view on anything in the Pay Policy Statements of these authorities that relates to the salary of the head of paid service (normally the chief executive or chief fire officer).
- 11.2 Following a consultation exercise, the Welsh Government issued guidance on this to the Panel in the spring of 2014. The guidance, which can be found at Annex 5, sets the basis on which the Panel will carry out the function contained in the legislation.
- 11.3 In essence the functions of the Panel and the requirements on authorities established by the legislation and the subsequent guidance are:
- a) If a principal council or fire and rescue authority intends to change the salary of the head of paid service it must consult the Panel unless the change is in keeping with changes applied to other officers of that authority (whether the change is an increase or decrease). 'Salary' includes payments under a contract for services as well as payments of salary under an employment contract.
 - b) The authority must have regard to the recommendation(s) of the Panel when reaching its decision.
 - c) The Panel may seek any information that it considers necessary to reach a conclusion and produce a recommendation. The authority is obliged to provide the information sought by the Panel.
 - d) The Panel may publish any recommendation that it makes. It is the intention that, in the interests of transparency, it will normally do so.
 - e) The Panel's recommendation(s) could indicate:
 - approval of the authority's proposal
 - express concerns about the proposal
 - recommend variations to the proposal
- as long as these comply with any guidance issued by the Welsh Government.
- 11.4 The Panel also has a general power to review the Pay Policy Statements of authorities so far as they relate to the heads of paid service.
- 11.5 It is important to note that the Panel will not decide the amount that an individual head of paid service will receive.
- 11.6 The Panel is very aware that this additional function is significantly different

from its statutory responsibilities in relation to members' remuneration. However, it will ensure that it undertakes this role with clarity and openness, taking into account all the relevant factors in respect of specific individual cases. Authorities are encouraged to consult the Panel at an early stage in their decision making on such matters. This will enable the Panel to respond in a timely manner.

- 11.7 In 2014/15 the Panel made recommendations on Chief Executive pay to Pembrokeshire, the Vale of Glamorgan and the Isle of Anglesey Councils and these letters of notification can be found at Annex 7.
- 11.8 Future Annual Reports will continue to include appropriate information on any recommendation(s) made by the Panel in respect of this function during the previous year.

12. Compliance with Panel requirements

The Panel's remit under the Measure

- 12.1 Section 153 of the Measure empowers the Panel to require a relevant authority¹⁴ to comply with the requirements imposed on it by a Panel Annual Report and further enables the Panel to monitor the compliance of relevant authorities with the Panel's determinations.
- 12.2 A relevant authority must implement the Panel's determinations in this report from the date of its annual meeting.

Monitoring compliance

- 12.3 The Panel will monitor the compliance with the determinations in this Annual Report by all relevant authorities against the following requirements:
- (i) A relevant authority must maintain an annual **Schedule of Member Remuneration** (IRPW Regulations 4 & 5). Guidance at Annex 3 sets out the content which must be included in the Schedule.
 - (ii) A relevant authority must make arrangements for the Schedule's publication within the authority area (IRPW Regulation 46) and send the Schedule to the Panel as soon as practicable and not later than 31 July in the year to which it applies. Annex 4 provides further details of the publicity requirements.
 - (iii) Any amendments to the Schedule made during the year must be conveyed to the Panel as soon as possible after the amendment is made.

Note: The above requirements do not apply to community and town councils at this time.

- (iv) A relevant authority must make arrangements for publication within the authority area of the total sum paid by it to each member and co-opted member in respect of salary (basic, senior and civic), allowances, fees and reimbursements (in accordance with Annex 4 that sets out the content that must be included in the Publicity Requirements) as soon as practicable and no later than 30 September following the close of the year to which it relates. It must be submitted to the Panel no later than that date.

¹⁴ Interpretation of "Relevant Authority" provided in the Independent Remuneration Panel for Wales (IRPW) Regulations, Part 1, 'Interpretation'.

Annex 1: The Panel's determinations for 2016/17

1. Basic salary in 2016/17 for elected members of principal councils shall remain at £13,300.
2. The Panel has determined that senior salary levels in 2016/17 for members of principal councils shall be as set out in table 2.
3. The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3) and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.
4. The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.
5. The Panel has determined that the post of deputy presiding member will not be remunerated.
6. The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information.
7. The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and/or efficiency of members.
8. All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursement shall only be made on production of receipts from the carer.
9. An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.
10. When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.
11. It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

12. If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.
13. When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.
14. The Council's schedule of remuneration must be amended to reflect the implication of the family absence.
15. The chair of a Joint Overview and Scrutiny Committee is eligible for a salary equivalent to that part of a Band 3 Level 2 senior salary that remunerates a committee chair of a principal authority, (£6,700).
16. In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £3,350.
17. The chair of a sub committee of a JOSC is eligible for a salary of £1,675.
18. In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the payment will be £837.
19. Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.
20. Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).
21. A deputy chair of a JOSC or sub committee is not eligible for payment.
22. Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.
23. The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.
24. The basic salary for NPA ordinary members should be £3,600 ($42/156 \times £13,300$).

25. An NPA senior salary can be paid to the chair, deputy chair, and up to two committee chairs.
26. The senior salary of the chair of an NPA should be £12,300.
27. The senior salary of a deputy chair and chairs of NPA committees can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility:

£6,000 or £7,300
28. Members must not receive more than one NPA senior salary.
29. An NPA senior salary is paid inclusive of the NPA basic salary.
30. Members of principal local authorities in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.
31. The basic salary for FRA ordinary members should be £1,700 ($20/156 \times £13,300$).
32. A Fire & Rescue Authority senior salary can be paid to the chair, deputy chair, and up to two chairs of committees.
33. The senior salary of the chair of an FRA should be £10,400.
34. The senior salary of a deputy chair of an FRA, with significant and sustained senior responsibility, should be £5,400.
35. The senior salary of a chair of an FRA committee should be £5,400.
36. Members must not receive more than one FRA senior salary.
37. An FRA senior salary is paid inclusive of the FRA basic salary.
38. Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.
39. Principal councils, NPAs & FRAs must pay the following fees to co-opted members (Table 4) (who have voting rights).
40. Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.
41. Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

42. The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
43. Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.
44. The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.
45. Community and town councils are authorised to make a payment to each of their members of a maximum amount of £100 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
46. Community and town councils are authorised to make an annual payment not exceeding £500 to up to 3 members in recognition of specific responsibilities.
47. Community and town councils are authorised to provide a civic allowance to the mayor/chair and deputy mayor/chair of the council at an amount that they deem appropriate to undertake the functions of that office.
48. Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties both within and outside the area of the council.¹⁵ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:
 - 45p per mile up to 10,000 miles in the year.
 - 25p per mile over 10,000 miles.
 - 5p per passenger per mile – passenger supplement.
 - 24p per mile for private motor cycles.
 - 20p per mile for bicycles.
49. Community and town councils are authorised to reimburse subsistence expenses to their members for attending approved duties outside the area of the council at the maximum rates set out below on the basis of receipted claims:
 - £28 per day allowance for meals, including breakfast where not provided.
 - £200 – London overnight.
 - £95 – elsewhere overnight.
 - £30 – staying with friends and/or family overnight.

¹⁵ Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

50. Community and town councils are authorised to pay an Attendance Allowance to each of their members for attending approved duties outside the area of the council as follows:

£16.23 for a period not exceeding 4 hours.

£32.46 for a period exceeding 4 hours but not exceeding 24 hours.

51. Community and town councils are authorised to pay a Financial Loss Allowance to each of their members where such loss has actually occurred, for attending approved duties outside the area of the council as follows:

£30.05 for a period not exceeding 4 hours.

£60.11 for a period exceeding 4 hours but not exceeding 24 hours.

£60.11 plus such amount as is payable under (a) and (b) above as appropriate for a period exceeding 24 hours.

52. Community and town councils are authorised to provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursement shall only be made on production of receipts from the carer.

Annex 2: Independent Remuneration Panel for Wales (IRPW) Regulations:

a) for the remuneration of members and co-opted members of relevant authorities

b) for functions relating to the salaries of heads of paid service of local authorities

Introduction

Part 8 (sections 141 to 160) and schedules 2 and 3 of the Local Government (Wales) Measure 2011 (*the Measure*) set out the arrangements for the payments and pensions for members of relevant authorities and the functions and responsibilities of the Independent Remuneration Panel for Wales (the Panel).

Sections 62 to 67 of the Local Government (Democracy) (Wales) Act 2013 amends sections 142, 143, 144, 147, 148 and 151 of the Measure and confers additional powers on the Panel.

The powers contained in part 8 and schedules 2 and 3 of the Measure (as amended) have replaced the following Statutory Instruments:

- The Local Authorities (Allowances for Members of County and County Borough Councils and National Park Authorities) (Wales) Regulations 2002 (No. 1895 (W.196)).
- The Local Authorities (Allowances for Members of Fire Authorities) (Wales) Regulations 2004 (No. 2555 (W.227)).
- The Local Authorities (Allowances for Members) (Wales) Regulations 2007 (No.1086 (W.115)).

The Measure also has replaced the sections of the Local Government Act 1972, the Local Government and Housing Act 1989 and the Local Government Act 2000 relating to payments to councillors in Wales.

Allowances for members of community and town councils are set out in Part 5 of these Regulations. The Local Authorities (Allowances for Members of Community Councils) (Wales) Regulations 2003 (No. 895(W.115)) were revoked from 1st April 2013.

Part 1

General

1. a. The short title of these Regulations is: "IRPW Regulations".

- b. The IRPW Regulations came into force on 1 April 2012. The implementation date for each of the relevant authorities is set out in the Annual Report or Supplementary Report of the Panel.
- c. Authorities are required to produce a schedule of payments to members and co-opted members no later than the 31st July each year, for submission to the Panel and publication (see paragraph 46).

Interpretation

2. In the IRPW Regulations:

- “The 1972 Act” means the Local Government Act 1972.
- “The 2000 Act” means the Local Government Act 2000.
- “The 2013 Act” means the Local Government (Democracy) (Wales) Act 2013.
- “Allowance” means the actual or maximum amount which may be reimbursed to members and co-opted members of a relevant authority for expenses necessarily incurred when carrying out the official business of the relevant authority.
- “Annual report” means a report produced by the Panel in accordance with section 145 of the Measure.
- “Approved duty” in relation to community and town councils has the meaning as set out in Part 5 of these Regulations.
- “Attendance Allowance” in relation to community or town councils has the meaning set out in Part 5 of these Regulations.
- “Authority” means a relevant authority in Wales as defined in Section 144(2) of the Measure, and includes a local authority (county or county borough council), a national park authority and a Welsh fire and rescue authority, a community or town council.
- “Basic Salary” has the same meaning as set out in paragraph 6 of these Regulations, and may be qualified as “LA Basic Salary” to refer to the basic salary of a member of a principal council; “NPA Basic Salary” to refer to the basic salary of a member of a national park authority; and “FRA Basic Salary” to refer to the basic salary of a member of a Welsh fire and rescue authority.
- “Care allowance” has the same meaning as set out in paragraph 21 of these Regulations.
- “Civic Head” is the person elected by the council to carry out the functions of the chair of that council and is designated as mayor or chair.
- “Committee” includes a sub-committee.
- “Community or town council” means in relation to Part 8 of the Measure, a community council as defined in section 33 of the Local Government Act 1972 or a town council in accord with section 245B of the same Act.

- “Consultation draft” means the draft of an Annual or Supplementary report under Section 146 (7) or 147(8) of the Measure, representations on which must be taken into account by the Panel.
- “Constituent authority” – for national park authorities this is a local authority falling within the area of a national park authority; for Welsh fire and rescue authorities it is a local authority falling within the area of a fire and rescue authority.
- “Controlling group” means a political group in a local authority where any of its members form part of the executive.
- “Co-opted Member” has the meaning contained in section 144 (5) of the Measure, that is those with the right to vote on matters within the purview of the committee on which they serve.
- “Co-opted Member fee” has the same meaning as set out in paragraph 19 of these Regulations.
- “Democratic Services Committee” means the local authority committee established under section 11 of the Measure.
- “Deputy Civic Head” is a person elected by the council to deputise for the mayor or chair of that council.
- “Executive” means the executive of an authority in a form as specified in sections 11(2) to (5) of the 2000 Act, as amended by section 34 of the Measure.
- “Executive arrangements” has the meaning given by section 10(1) of the 2000 Act.
- “Family absence” as defined in Section 142 (2) (b) of the Measure has the meaning given to it by Part 2 of the Measure, and contained in the Regulations relating thereto.
- “Financial Loss Allowance in relation to community or town councils has the meaning as set out in Part 5 of the Regulations.
- “Fire and rescue authority” means an authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies.
- “Head of paid service” means as designated under section 4(1) of the Local Government and Housing Act 1989.
- Joint Overview and Scrutiny Committee means a committee or sub committee set up by two or more principal councils under the Local Authority (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013.
- “Largest opposition group” means a political group other than a controlling group which has a greater number of members than any other political group in the authority.
- “Local authority” means a county or county borough council.
- “Member” means in respect of a local authority or a community or town council a person who has been elected to serve as a councillor for that

authority; for a national park authority means a member appointed by a constituent authority and also a person appointed by Welsh Ministers; for Welsh fire and rescue authorities means a member appointed by a constituent authority.

- “National Park authority” means a national park authority established under section 63 of the Environment Act 1995.
- “Official business” has the meaning contained in Section 142 (10) of the Measure in relation to the payment of allowances for care, travel and subsistence as reimbursement of expenses necessarily incurred by members and co-opted members of a relevant authority (excluding community and town councils) when:
 - a. Attending a meeting of the authority or any committee of the authority or any body to which the authority makes appointments or nominations or of any committee of such a body.
 - b. Attending a meeting of any association of authorities of which the authority is a member.
 - c. Attending a meeting the holding of which is authorised by the authority or by a committee of the authority or by a joint committee of the authority and one or more other authorities.
 - d. Attending any training or development event approved by the authority or its executive.
 - e. A duty undertaken for the purpose of or in connection with the discharge of the functions of an executive within the meaning of Part 2 of the 2000 Act, as amended.
 - f. A duty undertaken in pursuance of a standing order which requires a member or members to be present when tender documents are opened.
 - g. A duty undertaken in connection with the discharge of any function of the authority to inspect or authorise the inspection of premises.
 - h. A duty undertaken by members of principal councils in connection with constituency or ward responsibilities which arise from the discharge of local authority functions.
 - i. Any other duty approved by the authority, or any duty of class so approved, undertaken for the purpose of, or in connection with, the discharge of the functions of the authority or any of its committees.
- “Other political group” means a political group other than a controlling group or the largest opposition group (if any) which comprises not less than ten per cent of the members of that authority.
- “Overview and Scrutiny Committee” means a committee of the authority which has the powers set out in sections 21(2) and (3) of the 2000 Act, as amended by Part 6 of the Measure.
- “Panel” means the Independent Remuneration Panel for Wales as set out in section 141(1) and schedule 2 of the Measure.

- “Pay policy statement” means a statement produced by a relevant authority under section 38 of the Localism Act 2011.
- “Presiding Member” means a member of a principal council who has been designated by that council to carry out functions in relation to the chairing of its meetings and proceedings.
- “Principal council” means a county or county borough council.
- “Proper officer” has the same meaning as in section 270(3) of the 1972 Act.
- “Public body” means a body as defined in section 67(b) of the 2013 Act.
- “Qualifying provision” means a provision that makes a variation to a previous decision of the Panel. (Section 65 (c) of the 2013 Act).
- “Qualifying relevant authority” is an authority within the meaning of section 63 of the 2013 Act, required to produce a pay policy statement.
- “Relevant authority” is set out in Section 144(2) of the Measure (as amended) and in section 64 of the 2013 Act and, for the purposes of these Regulations, includes a local authority/principal council, a community or town council, a national park authority and a Welsh fire and rescue authority.
- “Relevant matters” are as defined in Section 142(2) of the Measure.
- “Schedule” means a list setting out the authority’s decisions in respect of payments to be made during the year (as relating to that authority) to all members and co-opted members of that authority.
- “Senior Salary” has the same meaning as set out in paragraph 11 of these Regulations and may be qualified as “Local Authority/Principal council Senior Salary” to refer to the senior salary of a member of a principal council; “National Park Senior Salary” to refer to the senior salary of a member of a National Park authority; or “Fire and Rescue authority Senior Salary” to refer to the senior salary of a member of a Fire and Rescue authority.
- “Supplementary report” has the meaning contained in section 146(4 to 8) of the Measure.
- “Travelling and subsistence allowance” has the same meaning as set out in paragraph 25 of these Regulations.
- “Year” has the following meanings:
 - “financial year” – the period of twelve months ending 31 March;
 - “calendar year” – the period of twelve months ending 31 December;
 - “municipal year” – the year commencing on the date of the annual meeting of the local authority and ending the day before the annual meeting of the following year; for national park authorities and Welsh fire and rescue authorities it is the period of up to twelve months following the annual meeting of the authority.

Part 2: Schedule of member/co-opted member remuneration

Commencement of term of office

3. The term of office of:
 - A member of a local authority or community or town council begins on the date which that member makes a declaration of acceptance of that office under section 83(1) of the 1972 Act.
 - A councillor member of a national park authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of a Welsh Government appointed member begins on the date of that appointment. The term of office of the chair and deputy chair of the national park authority begins on the date of election by that authority to that office.
 - A councillor member of a Welsh fire and rescue authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of the chair and deputy chair of the fire and rescue authority begins on the date of election by that authority to that office.
 - A co-opted member of a relevant authority begins on the date of appointment by the relevant authority.

Schedule of member remuneration (the Schedule) (does not apply to community or town councils – see Part 5)

4. An authority must produce annually, a schedule of payments it intends to make to its members and co-opted members. The amount of those payments must accord with the Panel's determinations made for that year in its Annual or Supplementary Reports. The Schedule must be produced no later than four weeks following the annual meeting of the authority.

Amendment to the Schedule

5. An authority may amend the Schedule at any time during the year (as relating to the authority) provided that such amendments accord with the Panel's determinations for that year.

Basic salary

6. An authority must provide for the payment of a basic salary, as determined by the Panel in its Annual or Supplementary Reports, to each of its members. The amount of the salary must be the same for each member. For principal councils only, this salary remains payable during a period of family absence.
7. A member may not receive more than one basic salary from a relevant authority, but a member of one relevant authority may receive a further basic

salary by being appointed as a member of another relevant authority (except in the case as indicated in paragraph 16).

8. The amount of the basic salary will be set in accordance with Section 142(3) of the Measure and will be one of the following:
 - The amount the authority must pay to a member of the authority.
 - The maximum amount that the authority may pay to a member of the authority.
9. Where the term of office of a member begins or ends other than at the beginning or end of the year (as relating to the authority), the entitlement of that member is to such proportion of the basic salary as the number of days during which the member's term of office subsists during that year bears to the number of days in that year.
10. Where a member is suspended or partially suspended from being a member of an authority (Part 3 of the 2000 Act refers) the part of the basic salary payable to that member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Senior salary

11. Subject to paragraphs 12 to 18 an authority can make payments of a senior salary to members that it has given specific responsibilities. Such payments must accord with the Panel's determination for the year (as relating to the authority) that the payments are made and must be set out in the Schedule of that authority. For principal councils only, a senior salary will remain payable during the family absence of the office holder.
12. The Panel will prescribe in its Annual or Supplementary Reports the following:
 - The categories of members eligible for the payment of a senior salary which may not be the same for all authorities or categories of authorities.
 - The discretion available to authorities in relation to the payment of senior salaries which may not be the same for all authorities or categories of authorities.
13. The amount of the senior salaries payable will be in accordance with section 142(3) of the Measure and specify:
 - The amount that a relevant authority must pay to a member of the authority.
 - The maximum amount that a relevant authority may pay to a member of the authority.
14. The Senior Salary will comprise an amalgam of the basic salary and an additional amount for the relevant specific responsibility determined by the

Panel in its Annual or Supplementary Reports. This may not be the same for all authorities or categories of authorities.

15. The Panel in its Annual or Supplementary Reports will determine either the maximum proportion of its membership or the total number of members that an authority can pay as senior salaries. The percentage may not exceed fifty percent without the express approval of Welsh Ministers (Section 142(5) of the Measure). For principal councils only, the maximum proportion or number may be exceeded to include payment of a senior salary to an additional member who is appointed to provide temporary cover for the family absence of a senior salary office holder (subject to the 50% limit). For national park authorities and Welsh fire and rescue authorities, senior salary payments will be restricted to specified post-holders as determined by the Panel in its Annual or Supplementary Reports.
- 15(a) Payments to chairs of Joint Overview and Scrutiny Committees or Sub Committees are additional to the maximum proportion of its membership that an authority can pay as senior salaries subject to the overall maximum of fifty percent as contained in Section 142(5) of the Measure. The Panel will determine the amounts of such payments in an Annual or Supplementary Report.
16. An authority must not pay more than one senior salary to any member. A principal council member in receipt of a senior salary as leader or executive member of a local authority (determined as full-time by the Panel) may not receive a second salary as a member appointed to serve on a national park authority or a Welsh fire and rescue authority.
- 16(a). Paragraph 16 does not apply to payments made to a chair of a Joint Overview and Scrutiny Committee or Sub Committee who is in receipt of a senior salary for a role that is not classified as full time equivalent. It continues to apply to leaders or members of the executive.
17. Where a member does not have, throughout the year specific responsibilities that allow entitlement to a senior salary, that member's payment is to be such proportion of the salary as the number of days during which that member has such special responsibility bears to the number of days in that year.
18. Where a member is suspended or partially suspended from being a member of the authority (Part 3 of the 2000 Act refers) the authority must not make payments of the member's senior salary for the duration of the suspension (Section 155(1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the basic salary.

Co-opted member payment

19. A relevant authority must provide for the payment of a fee to a co-opted member as determined by the Panel in its Annual or Supplementary Reports. In

relation to this regulation 'co-opted member' means a member as determined in Section 144(5) of the Measure and set out in paragraph 2 of these Regulations.

20. Where a co-opted member is suspended or partially suspended from an authority (Part 3 of the 2000 Act refers) the authority must not make payment of a co-opted member fee for the duration of the suspension (Section 155(1) of the Measure).

Allowances

Care allowances

21. Authorities must provide for the payment to members and co-opted members of an authority an allowance ("care allowance") in respect of such expenses of arranging the care of children or dependants as are necessarily incurred in carrying out official business as a member or co-opted member of that authority. Payments under this paragraph must not be made:
 - In respect of any child over the age of fifteen years or dependant unless the member/co-opted member satisfies the authority that the child or dependant required supervision which has caused the member to incur expenses that were necessary in respect of the care of that child or dependant in the carrying out of the duties of a member or co-opted member.
 - To more than one member/co-opted member of the authority in relation to the care of the same child or dependant.
 - Of more than one care allowance to a member or co-opted member of the authority who is unable to demonstrate to the satisfaction of the authority that the member/co-opted member has to make separate arrangements for the care of different children or dependants.
22. The maximum amount of the care allowance payable by an authority is to be determined by the Panel in its Annual or Supplementary Reports.
23. Where a member/co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers) the part of the care allowance payable to that member/co-opted member in receipt of the responsibilities or duties from which that member/co-opted member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).
24. An authority's Schedule must stipulate the maximum amount of the care allowance payable each month and its arrangements for making claims, taking full account of the Panel's determinations in this respect.

Travel and subsistence allowances

25. Subject to paragraphs 26 and 27 below a member or co-opted member is entitled to receive payments from the authority by way of travelling and subsistence allowances at rates determined by the Panel in its Annual or

Supplementary Reports. Such allowances are in respect of expenditure incurred by a member or co-opted member in the performance of the official business of the authority.

(Paragraphs 26 & 27 apply only to principal councils)

26. Payment of a subsistence allowance to a local authority member for the performance of official business within the boundaries of a county or county borough where s/he is a member should only be made when the authority is satisfied that it can be justified on economic grounds. This does not apply in respect of co-opted members of a local authority who live outside that authority.
27. A local authority may make provision, subject to any limitations it thinks fit, for members to claim mileage expenses for official business in connection with constituency or ward responsibilities where they arise out of the discharge of the functions of the county or county borough.
28. Where a member or co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers), travelling and subsistence allowances payable to that member/co-opted member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Part 3: Further provisions

Pensions

29. Under Section 143 of the Measure, the Panel may make determinations in respect of pension arrangements for local authority members in its Annual or Supplementary Reports. Such determinations may:
 - Describe the description of members for whom a local authority will be required to pay a pension.
 - Describe the relevant matters in respect of which a local authority will be required to pay a pension.
 - Make different decisions for different principal councils.

Allowances to support the function of a local authority member

30. A local authority must provide for the requirements of a member to undertake their role and responsibilities more effectively. The way in which this support should be provided is determined by the Panel in its Annual or Supplementary Reports.

Payment of expenses for official and courtesy visits

31. The arrangements contained in Section 176 of the Local Government Act 1972 will continue to apply but no payment may be made to a person under that

arrangement when a payment has been made to that person pursuant to any payment made under these Regulations.

Arrangements in relation to family absence

32. Part 2 of the Measure sets out the rights of local authority members in relation to family absence. The Panel will set out its determinations and the administrative arrangements in relation to the payment of salaries and allowances by principal councils in this respect in its Annual or Supplementary Reports.

Part 4: Salaries, allowances or fees

Repayment of salaries, allowances or fees

33. An authority must require that such part of a salary, allowance or fee be repaid where payment has already been made in respect of any period during which the member or co-opted member concerned:
- is suspended or partially suspended from that member's/co-opted member's duties or responsibilities in accordance with Part 3 of the 2000 Act or Regulations made under that Act.
 - ceases to be a member or co-opted member of the authority.
 - or in any way is not entitled to receive a salary, allowance or fee in respect of that period.

Forgoing salaries, allowances or fees

34. Under Section 154 of the Measure, any member or co-opted member may by notice in writing to the proper officer of the authority elect to forgo any part of their entitlement to a salary, allowance or fee under the determination of the Panel for that particular year (as relating to the authority).

Part 5: Specific provisions relating to community and town councils ("the council")

Interpretation

35. For the purposes of this Part the term member means both an elected member and a co-opted member.

Allowances

36. Allowances:
- a) The council can if it so determines make an annual payment to members in respect of costs incurred in carrying out the role of a member. The maximum amount payable will be set out in the Annual or Supplementary Report of the Panel.

- b) The council can if it so determines make payments to members in respect of costs of travel for attending approved duties outside the area of the council. The amounts claimable will be set out in the Annual or Supplementary Report of the Panel.
 - c) The council can if it so determines reimburse subsistence expenses to its members when attending approved duties outside the area of the council. The arrangements for reimbursement will be set out in the Annual or Supplementary Report of the Panel.
 - d) The council can if it so determines pay an Attendance Allowance to its members for attending approved duties outside the area of the council. The Allowance will be set out in the Annual or Supplementary Report of the Panel.
 - e) The council can if it so determines pay a Financial Loss Allowance to its members where such loss has occurred for attending approved duties outside the area of the council. The Allowances will be set out in the Annual or Supplementary Report of the Panel.
 - f) The council can if it so determines pay an allowance to the chair or mayor of the council for the purposes of undertaking the role of that office. The allowance will be set out in the Annual or Supplementary Report of the Panel.
37. A member is not entitled to more than one Attendance Allowance in respect of any period of 24 hours or if that member claims a Financial Loss Allowance for the same period.
38. A member may elect to forgo any part of an entitlement to an allowance under these Regulations by giving notice in writing to the proper officer of the council.
39. A member making a claim for Attendance or Financial Loss Allowance must sign a statement that the member has not made and will not make any other claim in respect of the matter to which the claim relates.
- 40 “Approved Duty” under this Part means:
- i. Attendance at a meeting of the council or of any committee or sub-committee of the council or of any other body to which the council makes appointments or nominations or of any committee or sub-committee of such a body.
 - ii. Attendance at any other meeting the holding of which is authorised by the council or a committee or sub-committee of the council, or a joint committee of the council and one or more councils, or a sub-committee of such a joint committee provided that at least two members of the council have been invited and where the council is divided into political groupings at least two such groups have been invited.
 - iii. Attendance at a meeting of any association of councils of which the council is a member.
 - iv. Attendance at any training or development event approved by the council.

- v. Any other duty approved the council or duty of a class approved by the council for the discharge of its functions or any of its committees or sub-committees.

Part 6: Miscellaneous

Arrangements for payments

41. The Schedule of an authority must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of that authority. Such payments may be made at such times and at such intervals as determined by the authority.

Claims

42. An authority must specify a time limit from the date on which an entitlement to travelling or subsistence allowance arises during which a claim for those allowances must be made by the person to whom they are payable. However, this does not prevent an authority from making a payment where the allowance is not claimed within the period specified.
43. Any claim for payment of travelling or subsistence allowance in accordance with these Regulations (excluding claims for travel by private motor vehicle) shall be accompanied by appropriate receipts proving actual expenses.

Avoidance of duplication

44. A claim for a payment of travelling allowance or subsistence allowance must include, or be accompanied by, a statement signed by the member or co-opted member that the member/co-opted member has not made and will not make any other claim in respect of the matter to which the claim relates.

Records of salaries, allowances and fees

45. An authority must keep a record of the payments made in accordance with these Regulations. Such record must:
 - Specify the name of the recipient and the amount and nature of each payment.
 - Be available, at all reasonable times, for inspection (without charge) by any local government elector (within the meaning of section 270(1) of the 1972 Act) for the area of the authority.
 - Allow a person who is entitled to inspect the record to make a copy of any part of it upon payment of such reasonable fee as the authority may require.

Publicity requirements

(The required content of publicity requirements is given at Annex 4)

46. An authority must, as soon as practicable after determining its Schedule of Remuneration for the year under these Regulations and any Report of the Panel and not later than 31 July of the year to which the Schedule refers, make arrangements for the Schedule's publication within the authority's area. **(This section does not apply to community and town councils).**
47. As soon as practicable and no later than 30 September following the end of a year an authority must make arrangements for the publication within the authority's area, the total sum paid by it to each member/co-opted member in respect of basic salary, senior salary, co-opted member fee, care, travel and subsistence allowances. **(This section applies to all relevant authorities).**
48. In the same timescale and in the same manner, a local authority must make arrangements for the publication of any further remuneration received by a member nominated or appointed to another relevant authority. **(This section applies only to principal councils).**

Publicising the reports of the Panel

49. Under Section 146(7) (a) and (b) of the Measure, the Panel will send a consultation draft of its Annual Report or Supplementary Report to all relevant authorities for circulation to authority members and co-opted members, so that representations can be made by members/co-opted members to the Panel, normally in a period of eight weeks.
50. The Panel will determine in its Annual or Supplementary Reports the arrangements publicising its Reports in accordance with Section 151 and 152 of the Measure.

Monitoring compliance with the Panel's determinations

51. Section 153 of the Measure determines that relevant authorities must comply with the requirements imposed by the Panel in its Annual Reports. It also empowers the Panel to monitor the payments made by relevant authorities and for it to require the provision of information that it specifies. The requirements under this section will be set out in the Annual Report of the Panel.

Annex 3: Schedule of member remuneration

1. Principal councils, national park authorities (NPAs) and Welsh fire and rescue authorities (FRAs) (but not community and town councils) must maintain an annual Schedule of Member Remuneration (the 'Schedule') which is in accord with the Panel's determinations on member salary and co-opted member payments and which must contain the following information:

In respect of a principal council:

- a. Named members who are to receive only the basic salary and the amount to be paid.
- b. Named members who are to receive a Band 1 and Band 2 senior salary, the office and portfolio held and the amount to be paid.
- c. Named members who are to receive a Band 3, Band 4 and Band 5 senior salary, the office and portfolio held and the amount to be paid.
- d. Named members who are to receive a civic salary and the amount to be paid.
- e. Named members who are to receive the co-opted member fee and whether chair or ordinary member and the amount to be paid.
- f. Named members who are to receive a senior salary as a chair of a Joint Overview and Scrutiny Committee or Sub Committee and the amount to be paid.
- g. Named members in receipt of a specific or additional senior salary approved by the Panel and the amount to be paid.

In respect of National Park and Fire & Rescue Authorities:

- a. Named members who are to receive a basic salary and the amount to be paid.
 - b. Named member who is to receive a senior salary as a chair of the authority and the amount to be paid.
 - c. Named members who are to receive a senior salary as deputy chair of a committee and the amount to be paid.
 - d. Named members who are to receive the co-opted member fee and whether a chair or ordinary member and the amounts to be paid.
2. Amendments made to the Schedule during the municipal year must be communicated to the Panel as soon as it is practicable.
 3. Principal councils must confirm in their annual Schedule that the maximum limit of senior salaries set for the council has not been exceeded.

4. Principal councils, NPAs and FRAs must include a statement of allowable expenses and the duties for which they may be claimed for care, travel and subsistence in their annual Schedule which is in accord with the Panel's determinations.
5. The Schedule must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of the relevant authority (IRPW Regulation 35); arrangements for making claims for care, travel and subsistence expenses (IRPW Regulations 24 and 36-37); arrangements for the avoidance of duplication (IRPW Regulation 38) and arrangements for re-payment of salaries, allowances and fees (IRPW Regulation 33). This schedule must also include the duties for which members and co-opted members are able to claim travel, subsistence and care allowances.
6. Principal councils must declare in the Schedule whether:
 - A statement of the basic responsibility of a councillor is in place.
 - Role descriptors of senior salary office holders are in place.
 - Records are kept of councillor attendance.
 - Annual reports are prepared by councillors, and published on the council website.
7. Principal councils, NPAs and FRAs must make arrangements for the publication of the Schedule of Member Remuneration as soon as practicable after its determination and no later than 31 July of the year to which it applies. This should be sent to the Panel no later than this date. The Schedule should be published in a manner that provides ready access for members of the public.
8. The Schedule must also be sent to the Panel Secretariat to be received by 31st July.

Annex 4: Publicity requirements

In accordance with Section 151 of the Measure the Panel requires that:

Relevant authorities must make arrangements for the publication within the authority area of the remuneration received by its members and co-opted members (including chairs of JOSCs or sub-committees of JOSCs). This information must be published and provided to the Panel no later than 30 September following the end of the year to which the payments relate. The following information must be provided:

- a. The amount of basic salary, senior salary, civic salary and co-opted member fee paid to each named member/co-opted member of the relevant authority, including where the member had chosen to forego all or part of the salary, or fee for the municipal year in question. Where a senior salary has been paid, the title of the senior office held is to be provided.
- b. The payments made by community and town councils to named members as:
 - Costs incurred in respect of telephone usage, information technology, consumables etc.
 - Responsibility payments
 - Allowances made to a mayor/chair and deputy mayor/chair
 - Attendance Allowance.
 - Financial Loss Allowance.
 - Costs incurred in respect of travel and subsistence
 - Care allowance.
- c. All care, travel and subsistence expenses and other payments received by each named member and co-opted member of the relevant authority, with each category identified separately.
- d. The amount of any further payments received by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:
 - a local health board
 - a police and crime panel
 - a relevant authority
 - a body designated as a public body in an order made by the Welsh Ministers.
- e. Names of members who did not receive basic or senior salary because they were suspended for all or part of the annual period to which the Schedule applies.

Annex 5: Ministerial Remit Letter to the Independent Remuneration Panel for Wales (See next page)

Leighton Andrews AC / AM
Y Gweinidog Gwasanaethau Cyhoeddus
Minister for Public Services



Llywodraeth Cymru
Welsh Government

Ein cyfrOur ref SF/LA/0859/15

Richard Penn
Chair
Independent Remuneration Panel for Wales

irpmailbox@wales.gsi.gov.uk

25 March 2015

Dear Richard,

I was pleased to receive a copy of your Annual Report for 2015. It is clear from your determinations that you are taking account of the ongoing pressures on finances and the need to be mindful of public expectations in relation to the remuneration of elected members and public sector pay more generally.

With this in mind, your recent recommendations in relation to the salaries of the Head of Paid Services at Pembrokeshire and Anglesey councils indicate a readiness to take into account realistic comparisons with salary levels across England and Wales, which I welcome.

I recognise also the efforts of the Panel to address the need to improve diversity in local government, most particularly through the care allowance and the message to local authorities that they should encourage qualified members to take it up.

I am aware that you recently gave evidence to the Assembly Committee considering the Local Government (Wales) Bill 2015. The Bill contains provisions which would enable the Welsh Ministers to direct the Panel to consider the appropriate remuneration for members of shadow authorities and new principal councils. I would expect the Panel to be giving consideration as to how it might approach this new responsibility over the next year.

You will note also the proposed extension of the Panel's responsibilities in relation to the salaries of Heads of Paid Service to additionally encompass chief officers for the period from the enactment of the Bill until 2020, a year after new councils would be expected to have become fully operational. I would welcome the Panel's opinion as to how you might approach this.

The Bill will also increase the size of the Panel from 5 to 6, in recognition of your increased workload. I very much hope that the creation of this additional position, together with the

Bae Caerllydd • Canolfan Bwy
Caerdydd • Cardiff
CF99 1NA

Wedi'i argraffu ar dapur wedi'i ailgylchu (100%)


English Enquiry Line 0845 010 3300
Llinell Ymholiadau Cymraeg 0845 010 4100
Correspondence: Leighton.Andrews@wales.gsi.gov.uk
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recruitment exercise which will take place over this year and next to refresh the Panel's membership, will result in a more equitable gender representation than is currently the case.

Finally, you will be aware of the proposals in the White Paper, *Reforming Local Government: Power to Local People*, which is the subject of consultation at present. I would draw your attention to the desire of Welsh Government to reduce the cost of politics to the public purse and, in particular, for consideration to be given as to whether all local authority cabinet posts should be treated as full-time commitments, whether all cabinet members in an authority should be paid the same and that rates of payment of leaders and cabinet members should be justifiable when compared with those paid in similarly-sized councils in other parts of the UK.

The White Paper also includes proposals for Area Boards, which would see elected members in leadership positions within their communities. This has implications for the way they would work and their relationship with their council. I would ask the Panel to give early consideration to this.

I shall look forward to your next draft report to see the extent to which these matters have been taken into account.

Yours sincerely,


Leighton Andrews AC / AM
Y Gweinidog Gwasanaethau Cyhoeddus
Minister for Public Services

Annex 6: Guidance to the Independent Remuneration Panel for Wales on the salaries of local authority chief executives

Background

- 1.1. The Local Government (Democracy) (Wales) Act 2013 (“the 2013 Act”) received Royal Assent on 30 July 2013. Its prime purpose was to reform the structure and functions of what is now known as the Local Democracy and Boundary Commission for Wales. There were, however, other provisions concerning Local Government and related issues. They included:
 - Allowing principal councils to appoint Presiding Members to chair their meetings, in preference to the traditional civic chair or mayor;
 - Enabling Local Authorities to promote or oppose private Bills in the National Assembly, rather than Parliament, if it is the appropriate legislature;
 - Requiring Town and Community Councils to publish information on the Internet;
 - Amending provisions within the Local Government (Wales) Measure 2011 (“the 2011 Measure”) relating to remote attendance at Council meetings and the constitution of audit and democratic services committees, and
 - Enabling Local Authorities to establish joint standards committees.
- 1.2. In addition, the responsibilities of the Independent Remuneration Panel for Wales (“the Panel”) within the 2011 Measure were amended by the 2013 Act in a number of ways but particularly in relation to the pay of Heads of Paid Service of certain Local Authorities.
- 1.3. Heads of Paid Service are statutory posts introduced under the Local Government and Housing Act 1989. Principal councils and some other Local Authorities are required to designate one of their officers as the Head of Paid Service. This is usually the Council’s Chief Executive Officer. This officer is required to advise the Council with respect to the discharge of its functions and as to the number and organisation of its staff. For the purpose of this guidance, the term Chief Executive (“CEO”) is to be considered as a reference to the Head of Paid Service and/or a Chief Fire Officer.

The Panel’s responsibilities in relation to CEO pay

- 2.1. Section 63 of the 2013 Act amends the 2011 Measure by inserting a new section 143A. Sections 141 to 160 of the 2011 Measure deal with Local Authority members’ payments and pensions and the powers of the Panel in relation to them. The new section 143A enables the Panel to take a view, in relation to principal councils and Fire and Rescue Authorities (FRAs), on anything in their Pay Policy Statement (PPS) which relates to the salary of their CEO. For the purpose of this guidance, salaries include payments made by a relevant Authority to a Head of Paid Service who is not an employee of the Authority under a contract for provision of services, as well as payments of salary made to an employed Head of Paid Service under an employment contract. The Panel’s power to do so, however, is related only to Authorities which must produce Pay Policy Statements (principal councils and FRAs).

Section 64 of the 2013 Act, which enables Welsh Ministers to specify a public body which could be added to the Panel's responsibilities, does not apply in relation to Chief Executives' pay.

- 2.2. Pay Policy Statements are a requirement under the Localism Act 2011 (sections 38 to 43), to be published on an annual basis. The purpose of the statement is to provide transparency with regard to a Local Authority's approach to setting the pay of its employees, by identifying the methods by which salaries are determined. In particular, it must include:
 - a) Policies on all aspects and elements of the remuneration of Chief Officers;
 - b) The approach to the publication of, and access to, information relating to all aspects of the remuneration of Chief Officers;
 - c) The Council's policy on the remuneration of its lowest paid employees;
 - d) The relationship between the remuneration of its Chief Officers and other employees.
- 2.3. The Welsh Government has issued guidance to Local Authorities on this matter.
[\[http://wales.gov.uk/topics/localgovernment/finandfunding/publications/payaccount/?lang=en\]](http://wales.gov.uk/topics/localgovernment/finandfunding/publications/payaccount/?lang=en).
- 2.4. Pay Policy Statements (PPSs) are designed to cater for decision-making in relation particularly, to the pay of Chief Officers and the lowest paid staff. The position of Welsh Government, expressed in the PPS guidance, is decision-making on PPSs takes place in public, is open to scrutiny and is subject to a vote of all Council Members. This is reinforced by the Local Authorities (Standing Orders) (Wales) Regulations 2014, which the Welsh Government proposes to revise to require a principal council to advertise publicly where it proposes to appoint a Chief Officer and the remuneration it proposes to pay in respect of that role is £100,000 per annum or greater.
- 2.5. Section 63 of the 2013 Act goes on to say the Panel may make recommendations in respect of any proposal to change the salary of a Chief Executive. Principal councils and Fire and Rescue Authorities are obliged to have regard to any recommendation the Panel makes in relation to what is in their PPS concerning Chief Executives' pay.
- 2.6. Should a principal council or FRA wish to change the salary of their CEO, they will have to consult the Panel, unless the change being considered is commensurate with a general pay increase or cut for other officers. (For the purposes of section 63 of the 2013 Act, "salary" includes payments made to a CEO under a contract for services as well payments of salary under an employment contract). The Council or FRA must have regard to the Panel's recommendation when reaching their decision.
- 2.7. The Panel may request any information they need to assist them to reach a conclusion on the matter and the Council/FRA will be obliged to provide it. The Panel may publish any recommendation they decide to make.

- 2.8. The Panel's recommendation could express approval of the Local Authority's proposal, express criticism of or concerns about the proposal, or recommend variations of the proposals but it cannot make any recommendations without taking into account this guidance issued by the Welsh Government.

The Panel's deliberation

- 3.1. When considering the issue of Chief Executives' salaries, it is important the Panel fully appreciates they are in a fundamentally different position to that in relation to the remuneration of Members of Local Authorities. In the latter situation, the Panel are the final arbiters in the matter. The Panel has the power to set precisely what a member of a Local Authority should receive, unless it confines itself to setting maxima instead. However, even in this situation it is the Panel, not the Local Authority or Welsh Government, who has the power to make the decisions.
- 3.2. In contrast, in relation to Chief Executives, the Panel's role is limited to taking a view and making a recommendation. Although the Local Authority/Authorities concerned must have regard to this opinion, they are not obliged to follow it. It is true other legislation will require any such decision to be made through a vote of full Council. It is also the case the decision would be open to scrutiny, not only by the Authorities' internal scrutiny processes, but also by external regulators such as the Wales Audit Office. The Authority would need to explain why they did not agree with the Panel's recommendation, if that is what has occurred.
- 3.3. Nevertheless, the Panel does not decide what an individual Chief Executive is paid. This should avoid any need for the Panel to be pulled into negotiations with Trade Unions or professional associations, for instance. Although one cannot rule out the possibility of a legal challenge to a recommendation by the Panel, it is less likely because of the indirect nature of the Panel's relationship to the final decision.
- 3.4. The Panel is being asked to use its own experience and expertise to arrive at a recommendation in each case that arises. Local Authorities are required to provide the Panel with any information it may reasonably require in reaching a conclusion and that provides the Panel with considerable power to gather necessary information. The sort of information the Panel may require could include the following:
- Papers or reports prepared by the Authority in relation to the matter;
 - Reports or other information provided to the Authority by any consultancy, Trade Union or professional association;
 - Details of the total package available, or under consideration, for the Chief Executive. This could include the length of contract on offer, pension arrangements, severance package, returning officer fees, performance bonuses, provision for annual and other leave, payment in kind (i.e. cars) and relocation costs;

- Information concerning the remuneration on offer to other Local Authority Chief Executives. (*Note: the Panel are not restricted to only requiring information from the local authority considering a variation in salary*).
- 3.5. It is also likely the Panel would wish to take into account more general data relating to prices and incomes, which they may well have available through its relevance to the remuneration of Local Authority members.
 - 3.6. The legislation does not restrict the Panel to a purely reactive role. If it wished, the Panel could use its power to make recommendations relating to provisions within Local Authorities' PPSs irrespective of any proposal to vary the pay of a Chief Executive provided the recommendation "related to" the salary of the Chief Executive. The Panel would, however, need to consider whether it had the time and resource to carry out such an exercise and bear in mind the policy driver behind the provisions in the 2013 Act was related to control over what were viewed as unacceptable decisions in relation to pay increases. Exercising the power in a way that was inconsistent with its purposes, could give rise to legal challenge. However, it does mean any individual or organisation could refer an issue concerning the Chief Executive's pay to the Panel for its consideration and the Panel could decide to act on that reference if it felt it necessary.
 - 3.7. The Panel needs to be consulted if there is a downward variation being proposed for a Chief Executive's pay (unless, as in the case of an increase, it is commensurate with a general approach to officers pay in that Authority). The Panel is likely to take the same type of evidence requirements into account.
 - 3.8. Finally, what factors should the Panel take into account in reaching a recommendation? It is for the Panel to make its own assessment of what factors are relevant to the exercise of its discretion in any particular case and how much weight is to be given to them. However, the following paragraphs cover what Welsh Ministers consider to be key factors to be taken into account by the Panel.
 - 3.9. When recruiting Chief Executives, public sector bodies are obliged to consider what remuneration will be required to recruit and retain the most suitably qualified persons. That is why there is often a large differential between the highest paid individual officer at Chief Executive level and the next level within an Authority. Particularly in relation to Chief Fire Officers, the Panel needs to recognise the professional expertise required for the post and will need to refer to the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services ("the Gold Book").
 - 3.10. The Panel will need to be sensitive to this but also take a balanced approach. Public acceptability is a legitimate factor for the Panel to take into account, but it should not be given undue weight. Although perceived excesses in remuneration of politicians and public officials have given rise to public controversy, it is understandable any significant increase in pay for an already

well-paid post may be criticised at a time when economic circumstances are difficult for many families.

- 3.11. Salary levels for Chief Executives within comparable Local Authorities need to be taken into account. In addition, there is a tendency to set arithmetic limits on the differential between the highest and lowest paid staff in an organisation, as well as the differential between the highest and second highest paid. It will be for the Panel to decide whether to take cognisance of this and how much weight to give it.
- 3.12. The Panel will also be able to take into account whether the salary under consideration is reasonable for the area concerned.
- 3.13. In conclusion, the Panel will want to satisfy itself the Local Authority concerned has made a clear business case for a proposed change and examined the options. The view of the Panel should be taken at the end, not the beginning of the process, in order that the Panel is able to see all the evidence the Authority has taken into account in making their proposal. This will be particularly important when an urgent appointment is being considered. If the Panel's view is required quickly, it will need to have all the background information readily available.

Annex 7: IRPW Recommendations made on the Salaries of Heads of Paid Service



Eich cyf . Your ref : CE/IRP

Ein cyf . Our ref :

Ceri Davies
Head of Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
Pembrokeshire
SA61 1TP

1 December 2014

Dear Mr Davies,

Proposed Salary of Head of Paid Service (Chief Executive)

The Independent Remuneration Panel for Wales has considered the salary proposed for the new Head of Paid Service submitted by your Council on the 17 November, in accordance with Section 143A of the Local Government (Wales) Measure 2011.

The Panel met on the 28th November 2014; the members present were John Bader, Stephen Mulholland and Gregory Owens. The Chair of the Panel, Richard Penn was not present nor took any part in the consideration of the submission as he had declared a possible conflict of interest. The Panel meeting was chaired by the Vice Chair, John Bader and was quorate.

The Panel members were grateful for the information provided which was understood to be the basis for the Council's proposal. The Panel has examined this information along with other information relating to demographics and finances of all Welsh principal councils. The guidance to the Panel from the Welsh Government in respect of this function states that the Panel could indicate:

- a) Approval of the proposal
- b) Express concerns about the proposal

c) Recommend a variation to the proposal

Following consideration of all the information available the Panel has decided to recommend a variation to your Council's proposed salary for the new Chief Executive, and it recommends to the Council that the salary be set at £130,000.

The reasons for this decision are set out below:

1. The population of Pembrokeshire is the 13th largest (out of 22) of the principal councils in Wales.
2. The revenue budget of the Council is approximately 15th largest of the 22 councils.
3. The number of staff employed by the Authority is also around the average for Welsh councils.
4. The proposal would mean that Pembrokeshire's Head of Paid Service would be the second highest in Wales which cannot be justified from the position of the Council as indicated in points 1, 2 and 3.

The Panel acknowledges that the Council's proposed salary represents a significant reduction from that paid to the previous Chief Executive but nevertheless considers that the salary should reflect the relative position of Pembrokeshire to other Welsh councils.

The legislation requires the authority to have regard to the recommendation of the Panel when reaching its decision.

The Panel will normally publish its recommendations in exercising its function and in this case will do so, in the interests of transparency.

Yours sincerely,



John Bader
Vice Chair
Independent Remuneration Panel for Wales



Cllr Neil Moore
Leader
Vale of Glamorgan Council
Civic Offices,
Holton Road,
Barry
CF63 4RU

Eich cyf . Your ref :

Ein cyf . Our ref :

17th December 2014

Dear Cllr Moore,

Review of Senior Management Arrangements

In response to correspondence received from your officers on 4th December 2014 the Independent Remuneration Panel for Wales, at its meeting on 10th December 2014, discussed the options being considered by the Vale of Glamorgan Council in a review of your senior management arrangements.

It is the Panel's understanding from the correspondence and report received that the Council's preferred option is option 3, which does not represent a substantive change to the remuneration of the Head of Paid Service. If this option is favoured by the Council then the Panel accepts the Council's proposal and has no further comment to make.

However, if the Council opts for one of the other options listed in the report, which would result in an increase or decrease in the salary of the Head of Paid Service, the Panel requests that the Council refers this matter back to them with detailed information on the preferred option in that instance.

Yours Sincerely

Richard Penn

Chairman



Carys Edwards
Head of Human Resources
Isle of Anglesey County Council

CarysEdwards@anglesey.gov.uk

13th February 2015

Dear Carys

Proposed Salary of Head of Paid Service (Chief Executive)

The Independent Remuneration Panel for Wales has considered the salary proposed for the new Head of Paid Service submitted by your Council on 6th February, in accordance with Section 143A of the Local Government (Wales) Measure 2011.

The Panel met on the 11th February 2015; the members present were John Bader, Stephen Mulholland and Gregory Owens. The Chair of the Panel, Richard Penn was not present nor took any part in the consideration of the submission as he had declared a possible conflict of interest. The Panel meeting was chaired by the Vice Chair, John Bader and was quorate.

The panel members acknowledge the information provided in the report which it understands to be the basis for the Council's proposal. A particular query was raised in advance of the meeting relating to a reference in the report "comparing salaries in similar authorities" whether this applied to authorities outside of Wales. The secretariat was advised that this reference was specifically about Welsh councils. The Panel has examined the information provided along with other information relating to demographics and finances of all Welsh principal councils. The guidance to the Panel from the Welsh Government in respect of this function states that the Panel could indicate:

- a) Approval of the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Following consideration of all the information available the Panel has decided to recommend a variation to your Council's proposed salary for the new Chief Executive, It recommends to the Council that the salary be set at up to £110,000 p.a..

The reasons for this decision are set out below:

1. The population of the Isle of Anglesey is the 19th largest (out of 22) of the principal in Wales.
2. The revenue budget of the Council is approximately 19th largest of the 22 councils.
3. The proposal would mean that the salary of Anglesey's Head of Paid Service would be greater than six authorities with larger populations and revenue budgets.

The Panel acknowledges that the Council's proposed salary represents a significant reduction from that paid to the previous Chief Executive but nevertheless considers that the salary should reflect the relative position of the Isle of Anglesey to other Welsh councils.

The legislation requires the authority to have regard to the recommendation of the Panel when reaching its decision.

The Panel will normally publish its recommendations in exercising its function and in this case will do so in due course, in the interests of transparency.

Yours sincerely,



John Bader
Vice Chair
Independent Remuneration Panel for Wales

**Independent Remuneration Panel for Wales
Room M.05
First Floor
Crown Buildings
Cathay's Park
Cardiff
CF10 3NQ**

Telephone: 029 2080 1047

E-mail: irpmailbox@wales.gsi.gov.uk

The Report and other information about the Panel and its work is available on our website at:

www.remunerationpanelwales.org.uk

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

5 October 2015

Dear Colleague

DRAFT ANNUAL REPORT FOR 2016/17

In accordance with the requirements of Section 147 of the Local Government (Wales) Measure 2011 (“the Measure”), I am writing to inform you that the Panel’s draft Annual Report setting out the determinations which would have effect for the municipal year 2016/17, has now been published on its website.

<http://gov.wales/irpwsb/home/publication/2016-17/?lang=en>

A copy has also been sent to the Minister for Public Services. Copies of previous reports are available on the Panel’s website at <http://wales.gov.uk/irpwsb/home/?lang=en>

An electronic copy of the draft Annual Report will be available from 5 October 2015. In order to meet the requirement of the Measure to publish this report by 28 February 2016 any representations or comments that you may wish to make about this report should be received no later than 30 November 2015. Representations or comments received after this date may not be considered.

For the first time this year the Panel also received a remit letter from its sponsor Minister which drew to Panel’s attention to the Welsh Government’s desire to reduce the cost of politics.

Last year the Panel decided given that given the continuing constraints on local government spending there would be no increase in remuneration in 2014/15 and it has taken the same approach this year and there will be not increase in remuneration in 2015/16.

The Panel has considered its remuneration framework in depth this year and obtained comparative information and made a number of changes to the payment of senior salaries as a result of its considerations.

The Panel has also given further consideration to the remuneration of members of community and town councils and in light of the additional information obtained, amendments have been made to the remuneration framework as it applies to community and town councils.

Please send your representations and any comments no later than 30 November via the following:

Post: IRP Secretariat
Welsh Government
First Floor, North Wing, M05
Cathay's Park
Cardiff. CF10 3NQ

Email: IRPMailbox@wales.gsi.gov.uk

Yours faithfully



Richard Penn
Chairman
Independent Remuneration Panel for Wales