

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**           **CABINET**

**DATE:**               **TUESDAY, 15<sup>th</sup> OCTOBER 2013**

**REPORT BY:**       **CHIEF EXECUTIVE**

**SUBJECT:**           **STRATEGIC PARTNERSHIP PERFORMANCE – MID  
YEAR REVIEW**

**1.00 PURPOSE OF REPORT**

- 1.01 For Cabinet to receive a mid year overview of:
- the progress of the Strategic Partnerships and;
  - the priorities for each of the Strategic Partnerships and the key milestones for the year ahead.

**2.00 BACKGROUND**

2.01 The Flintshire Local Service Board (LSB) under its Terms of Reference has five principal roles:

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

2.02 Working alongside the Flintshire LSB are eight key Strategic Partnerships:

- Children & Young People's Partnership and 'Making a Positive Difference' Plan (2011 to 2014)
- Flintshire and Wrexham Community Safety Plan (2011 to 2014)
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)
- Flintshire and Wrexham Local Safeguarding Children Board Strategic Plan (2011 to 2014)

- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Plan and Board

2.03 Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. It is important that members are aware of each of the partnership priorities and work programmes.

2.04 The Strategic Partnerships are formed and work together for a number of reasons:

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

2.05 The last summary on strategic partnership performance was reported to Cabinet in March 2013.

### **3.00 CONSIDERATIONS**

#### **3.01 Children & Young People's Partnership (CYPP) and 'Making a Positive Difference' Plan (2011 to 2014)**

##### Requirement for the Strategy

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004.

##### How and When the Strategy will be Reviewed

The needs assessment has been updated to support the new 2011 to 2014 Plan and it informed the priority work areas. A Community Needs Assessment for the Families First Plan was developed in October 2011 and will be repeated for the 2014-2017 planning cycle.

The 2011 to 2014 CYPP Plan was approved by the CYPP Board, the Executive and BCUHB in May/June 2011. 'Making a Positive Difference' has now been adopted and was officially launched on the 19th June 2011 and runs to 31<sup>st</sup> March 2014 to be replaced by the Single Integrated Plan for Flintshire.

The Plan is operational until 31st March 2014. Action areas within the plan will be measured to inform a review of progress on outcomes. The CYPP Board will collate the closing results of the current plan in December 2013.

The Families First commissioning has now been completed and all of the new strategic projects are in delivery mode with effect from 1<sup>st</sup> October 2012. A second phase will be commissioned for October 2013 as additional money to enhance current delivery. This process engages Procurement and the Families First Board.

The focus of collaborative delivery is already delivering outcomes for our children, young people and families. This has been a significant change and a shift in thinking to deliver for a whole family approach.

The Families First and Flying Start Plans have been submitted to Welsh Government (WG) and are being monitored by WG Account Managers.

The Youth Service Strategy is being considered and amended and plans for an integrated youth services delivery are being explored.

#### Current Key Priorities

- Children and Young People are cared for.
- Children and Young People are ready, able and encouraged to learn.
- Children and Young People have a healthy lifestyle.
- Children and Young People have time and space to play, and to participate in activities.
- Children and Young People are respected in all areas of their lives.
- Children and Young People are safe.
- Children, Young People and Families have the resources they need to maximise their opportunities.

National Families First outcomes are:-

- Working age people in low income families gain and progress within employment.
- Children, young people and families, in or at risk of poverty, achieve their potential.
- Children and young people and families are healthy, safe and enjoy well-being
- Families are confident, nurturing and resilient

Some of the above are recognised as joint priorities with other key strategies for Flintshire, e.g. joint priorities are shared with the Health, Social Care and Well-Being Partnership ('Good Health, Good Care' Strategy). The Families First Plan and the Flying Start plan have work elements which significantly contribute to the above priority aims. The National Aims within the Families First programme have been fully considered within all the recent commissioning for Families First.

### Progress Made in the Last 6 Months (Locally & Regionally)

- a. The Families First funding transition commissioning has been completed with effect from 1<sup>st</sup> October 2012, and all of the projects are fully functioning. We are engaging in two regional commissioning areas, i.e. Advocacy and Young Carers and are being explored on a regional level. We have also commissioned research work to inform the advocacy regional work which was well received by the CYPP Board in July 2013.
- b. The Team Around the Family (TAF) team continues to grow and referrals have increased beyond capacity. There is a full training to referral to services programme in place. The TAF Team utilise a Joint Assessment Framework as a distance travelled tool and assessment process. Recruitment, training, development and family support are ongoing and a TAF impact report evidences outcomes.
- c. The Parenting Strategy Group has continued to build on the excellent provision by developing a collaborative offer under the Families First commissioning programme. This pro active work has been recognised by Welsh Government as good practise. The Families First programme has commissioned a strategic project which is a collaborative project of several agencies working together to deliver the outcomes agreed for parenting support. This related back to the CYPP action plan areas.
- d. Vulnerable families mapping work undertaken in 2011 is being utilised fully within our planning and we are in negotiation to repeat this for 2014 – 2017 to demonstrate real outcomes for our most vulnerable families supported by Flying Start and Families First. The follow on work to map families with a disabled child has now been published and is being fully utilised to help to commission new services under the Families First provision banner.
- e. The Child Care Sufficiency Audit has been completed and refreshed and will inform decision making.
- f. The Play Sufficiency Audit has been completed.
- g. The Inclusion Service is leading on a further collaborative programme with a focus on disengaged young people.
- h. The whole Families First approach encouraged the development of collaborative working. We have several complicated high level projects which have collaboration running through delivery. The Families First Leads hold regular whole programme events to engage the whole programme.

- i. Sure Start (Family Support) Provision, Parenting Provision and the Time for Change project are now being delivered with a fully collaborative approach and are demonstrating positive outcomes for families.
- j. The Family Information Service has continued to expand its service and the welfare rights element of Families First is providing financial literacy support.
- k. The Child-Care Action Plan is being developed to build on existing notable practice and to utilise existing data e.g. child care sufficiency report and play sufficiency report.
- l. Engaging with the 'Creating an Active Flintshire' (CAF) Board. The CYPP team work with CAF Board to share good practice around engagement and participation methods.
- m. Regional developments of systems with Betsi Cadwalader University Health Board (BCUHB) are ongoing e.g. Input to the locality working links.
- n. Assessing the CYPP's equality commitments and application of this to the emerging CYPP action areas for the Delivery plans for the Families First, Flying Start and future Youth offer is ongoing.
- o. Further development of the 3rd sector Welsh language/bilingual youth support provision via Fflic/Menter Iaith and Urdd in Flintshire. This project is delivering excellent outcomes and has recently engaged more fully with leisure / play services / active 8-16. Flintshire CYPP supports the work of the Welsh in Education (WES) Strategic Working Group. All Families First provision and all workforce development planning consider the Welsh Language and culture fully. Plans for the 2016 URDD Eisteddfod are being proactively supported by the CYPP.
- p. The broader participation work to feed in to the Single Integrated Plan in line with the amended guidance 2013.
- q. The Respecting Other Steering Group are currently updating the materials they have produced for Schools and intend to re launch them in Anti-Bullying Week in November 2013. All current materials are available on the Young Flintshire website. Alongside this, Respectfest 2013 has taken place and a number of Respecting Others sessions are being delivered in Schools.
- r. Flintshire's first Virtual Youth Conference took place in 2012 through the Young Flintshire website. A full report is available from the CYPP Team.

- s. The CYPP have supported a number of consultations, notably the 21<sup>st</sup> Century school area review in which a process was developed for pupils to meaningfully contribute to the process. A number of sessions have taken place across Flintshire to raise awareness of children and young people's rights under the UNCRC.
- t. The CYPP have been working closely with the Flintshire and Wrexham LSCB. Work includes the development and distribution of an online survey focused on e-safety, young people's involvement in the LSCB conferences and the development of a Junior LSCB.
- u. Members of the CYPP have been trained as CEOP Ambassadors to support their work with young Flintshire and the LSCB. Training has been delivered to a number of groups of young people. Activity to share good practice e.g. Cyber bullying is ongoing.

#### Key Milestones for the Year Ahead

- a. Continue to develop and manage the Team Around the Family (TAF) programme development and creation of bespoke posts to deliver the programme in line with Families First guidance.
- b. Continue to develop the Families First Programme and develop robust monitoring and evaluation systems to demonstrate whole programme outcomes in line with Families First guidance.
- c. Take forward the advocacy model and young carer model for Flintshire in line with regional plans and national commissioning aims.
- d. Obesity in children and young people – Public Health Wales (PHW) lead – Continue to work to develop action plans and engage all families first projects within the overall aims to add value.
- e. Support Respect Fest 2013 and address all participation work for the CYP Plan which will include a review of approaches.
- f. To support the Single Integrated Plan and bespoke requests e.g. the 21<sup>st</sup> Century Schools Agenda.
- g. Develop robust systems to engage with BCUHB and engage in locality work and regional plans. CYPP Coordinator now attends Locality groups.
- h. Workforce development – Agree a workforce development plan in line with other strategies and partners' needs and

considerations for the Families First Programme. Utilise evidence from play sufficiency and childcare sufficiency audits.

- i. Further development of the Child-Care Action Plan to build on existing notable practice.
- j. Continue further delivery and development of the Parenting Strategy via the new Families First collaborative programme.
- k. Continue to attend and lead on learning sets for Families First on a regional level and a sub regional level.
- l. Develop and sustain strong effective links with Youth Service to support the review of Youth Service in Flintshire and re-model the participation delivery. CYPP is currently evaluating the existing strategy and aligning this with the overall CYPP Plan and Families First Plan.
- m. Assess the CYP's equality commitments together with the Councils Single Equality Plan and Welsh Language Scheme. A refresh audit of partnership governance is also being undertaken which has included a self assessment audit.
- n. Continue to develop an outcomes focussed plan and performance management system for our Families First, Flying Start and full CYPP Plan. Develop the new structure of Families First Board to feed in to the CYPP Board and stakeholders to inform the evaluation of the CYPP plan delivery.
- o. Coordinators have engaged with the Welsh in Education Strategy to engage Welsh Medium providers differently e.g. offer of developing a bilingual DVD. CYPP Coordinators are able to work bilingually with all Welsh medium organisations and offer Welsh medium facilitated groups.
- p. Offer proactive support for the Eisteddfod 2016 planning for Flint area.

### **3.02 Community Safety Partnership and Strategic Plan (2011 to 2014)**

#### **Requirement for the Strategy**

The Crime and Disorder Act 1988, and the subsequent amendments by the Police Reform Act 2002 and Police and Justice Act 2006, place a statutory duty on the local authority, police service, primary health service, probation and fire service to work together to address the community safety agenda.

Collectively, these bodies make up the Community Safety Partnership (CSP), and each year they are required to produce a Strategic Assessment, and a Strategic Plan which is formulated every three years.

### How and When the Strategy will be Reviewed

The Community Safety Partnership's Strategic Plan spans a three year period, and is reviewed on an annual basis. The current plan runs between April 2011 and March 2014. This is the first joint Community Safety Plan with Wrexham, and builds upon the joint Flintshire and Wrexham Strategic Assessment.

From 1st April 2014 a regional Strategic Community Safety Plan will be produced, which will compliment a regional Strategic Assessment. The Community Safety Partnerships of North Wales are the first of the strategic partnerships to adopt this way of working. Local and sub-regional differences, and needs, will be reflected in the Strategic Plan, and it is anticipated that local delivery plans will underpin how services and initiatives are delivered in local communities. The Plan will span a three year period, with performance and priorities reviewed on an annual basis.

### Current Priorities

The priorities of the current Community Safety Plan are jointly shared by the Flintshire and Wrexham CSP's:

- Reduce the levels of violent crime including domestic and sexual violence.
- Tackle anti-social behaviour.
- Reduce the levels of acquisitive crime.
- Reduce re-offending by supporting the agencies which actively manage offenders.
- Reduce the harm that substance misuse causes to communities, families and individuals.
- Tackle hate related crime and disorder and encourage reporting.
- Engage with the community to provide assurance and increase public confidence.

### Progress Made in the Last 12 Months (Locally; Sub-Regionally & Regionally)

#### **Regional:**

Since the last progress report was written, the newly established North Wales Safer Communities Board has met on three occasions (3rd July 2012, 1st November 2012 and 4th February 2013). Some of the key developments and decisions taken during the first three meetings have been:

- a. Approval of a North Wales Crime and Disorder Strategic Assessment for 2012.
- a. Agreement and approval to produce a regional Community Safety Strategic Plan.
- b. Strategic oversight of the Substance Misuse Area Planning Board.

- c. Co-ordinated a response to the Welsh Government's 10,000 Safer Lives Initiative.
- d. Consistency of approach to regionally commissioned grants, namely the Youth Crime Prevention Fund and Substance Misuse Action Plan Fund.
- e. Membership and participation of the Police and Crime Commissioner (PCC).
- f. Recommendation of a Commissioning Framework for the PCC.
- g. Establishment of a regional task and finish group on Human Trafficking.
- h. Recruitment of the North Wales Human Trafficking Co-ordinator.

**Local:**

On a local level some of the key milestones have been as follows:

- a. Cabinet approval of Domestic Abuse workplace policy for Flintshire County Council.
- b. Flintshire County Council is leading the coordination of the Safer Communities Board on behalf of regional partners.
- c. Leading the development of a regional Community Safety Plan.
- d. Co-ordinating the regional response to the 10,000 Safer Lives initiative.
- e. Obtaining formal approval of funding for the following grants: Community Safety Fund, Substance Misuse Action Plan Fund, Domestic Abuse Services Grant and the Safer Communities Fund funding for 2013/4.
- f. Re-establishment of the Joint Action Group, to replace the function of the Priority Crime Group. This group will focus on the victims, offenders and locations.
- g. On-going support of Operation Housewatch. This initiative will safeguard vacant and empty residential properties through the installation of low-level security equipment. The scheme will be supported by the Neighbourhood Wardens.
- h. Further delivery of training to multi agency groups around the use of the CAADA (national accreditation) 'Domestic Abuse Stalking and Harassment Risk Assessment' tool for Domestic Abuse.

- i. Commissioning a number of service user recovery programmes following a successful pilot run in Conwy, Denbighshire and Wrexham. This will improve longer term and sustainable recovery from substance misuse.
- j. Leading on the 'People are Safe' priority for the Local Service Board (LSB).
- k. Awareness campaign to target older people misusing alcohol.
- l. Highly commended quality assurance from accredited body regarding the Flintshire Multi Agency Risk Assessment Conference.
- m. Successful White Ribbon campaign targeting young people.
- n. Develop regional expenditure plan for the Youth Crime Prevention Fund.
- o. On-going support of Doorstep crime initiatives.
- p. Establishment of task and finish Anti Social Behaviour groups in Holywell, Flint and Buckley.

Key Milestones for the Year Ahead

- a. Continued support and co-ordination of the North Wales Safer Communities Board.
- b. Produce draft North Wales Community Safety Plan.
- c. Launch of the domestic abuse workplace policy for Flintshire County Council employees, and provide training to managers.
- d. Scoping the work streams emanating from "Effective Services for Vulnerable Groups" – particularly relating to domestic violence.
- e. Implementing the regional work programme for the 10,000 Safer Lives Initiatives.
- f. Flintshire SMAT to consider the implications of the Area Planning Board assuming greater commissioning powers.
- g. Regional commissioning of substance misuse awareness training for practitioners.
- h. Strengthening links with Licensing, SMAT and North Wales Police to ensure appropriate test purchasing operations within on-licence premises.
- i. Continued collaborative work regionally and sub regionally.

- j. Enhancement of existing services to young people based on the recommendations of the Hidden Harm Inquiry and a local service mapping exercise.
- k. Continue to work with Housing to look at the forthcoming requirement to implement the Wales Management Standard for Anti Social Behaviour.
- l. Contributing to the 'People are Safe' priority area for the Local Service Board.
- m. Delivery of programme to raise awareness of steroid abuse in educational settings.
- n. Provision of training for professional in relation to volatile substance misuse.
- o. Participating in the Integrated Offender Management Strategy Group for North Wales.

### 3.03 **Flintshire Housing Partnership**

#### Requirement for the Strategy

The Flintshire Housing Partnership (FHP) was established to provide a consultative forum for strategic housing matters and provide direction to the Flintshire Local Housing Strategy. The partnership provides opportunities for member organisations to work collectively on housing and related projects and to influence the Flintshire Local Housing Strategy accordingly.

#### How and When the Strategy will be Reviewed

The FHP and its sub-groups meet to review progress on key priority projects and further develop its work programme. Sub-groups are established to consider specific topic areas and where operational and strategic issues coincide.

#### Current Key Priorities & Progress Made in the Last 6 Months

- a. Developing a coordinated response to Welfare Reforms continues to be a key focus of Partnership members. Work is progressing on ensuring a common approach to reducing under-occupation, management of arrears and debt management strategies. The partnership seeks to ensure that its members work together on helping each other to manage and mitigate the impacts of the Welfare Reforms. Updates on mitigation activities are provided at each partnership meeting by all FHP members.
- b. As reported previously the Flintshire Local Housing Strategy "A Quality Home for Everyone" received Council approval on 29th January 2013. The implementation of this Strategy contributes to the FHP work programme.

- c. Social Housing Grants (SHG) Programme: The Programme Delivery Plan (PDP) is being maintained and Welsh Government is being provided with quarterly updates. Additional funding is being sought under the Welsh Government's SHG programme focused on the provision of smaller homes. This initiative intends to provide additional smaller homes targeted at meeting the needs of households affected by Housing Benefit changes driven by Welfare Reform.
- d. The common housing register (Single Access Routes to Housing (SARTH Project) is underway and is being project managed by a shared post hosted by Wales & West Housing Association. Consultation on the allocation policy and the single register was received very favourably.

#### Key Milestones for the Year Ahead

- a. Contribute towards the Flintshire Welfare Reform Strategy.
- b. Private Rented Sector Event, incorporating consultation on the Flintshire Private Rented Sector Improvement Plan – Autumn 2013 .
- c. Ongoing implementation and monitoring of the Flintshire Local Housing Strategy.

### **3.04 Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)**

#### Requirement for the Strategy

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

The guidance states that there is a statutory requirement for a partnership between the Local Authority and the Local Health Board to formulate a local Health, Social Care and Well-Being Strategy for their area. This includes collectively developing strategic approaches to improve the health, social care and well being of the local population in partnership with other organisations in the voluntary, private and public sector.

#### How and When the Strategy will be Reviewed

The current strategy is effective until 31st March 2014.

#### Current Key Priorities

The Strategy has 9 outcomes for the population of Flintshire:

- People do not smoke.
- People drink alcohol within recommended guidelines.
- People are a healthy weight for their height.

- Older people do not fall.
- People do not deliberately harm or injure themselves and that people do not die by suicide.
- Older frail people receiving health and social services are supported to remain at home and have options and influence over their lives.
- People with specific long term or chronic conditions receiving health and social services have options and influence over their lives and are supported to remain at home.
- Young disabled people receiving health and social care, going through transition into adulthood have choice/control and are supported to remain within their community where this is their choice.
- Informal carers have options and influence over their lives.

#### Progress Made in the Last 6 Months and Key Milestones for the Year Ahead

- a. Flintshire County Council have piloted smoking cessation classes during the working day to support staff who smoke and wish to do so to quit. It has recently been agreed that this pilot will be extended
- b. Brief Interventions Training has been offered to staff working with children and families to give staff the knowledge, confidence and skills to instigate a conversation regarding tobacco use and provide brief, evidence based advice.
- c. An agreement has been reached for the Postural Stability Programme (Falls) to be delivered from September 2013 as part of the National Exercise Referral Scheme to be delivered in North West Flintshire.
- d. Signage has been placed on 2 key river crossings in the county providing contact details for Samaritans.
- e. Enhanced Care at Home began at the end of August 2013 within North West Flintshire, with the aim of either preventing the need for admission into hospital or promoting an early discharge.
- f. A monitoring report on the 12 commissioned services for Carers and young carers in 2012/13 has evidenced a range of services that have given opportunities for carers to have greater knowledge and skills, giving them choices and the ability to influence change in their lives. Examples include:
  - 88% of young carers receiving support from one organisation feeling more able to cope, with 65% of them learning new skills.

- 6 carers gaining employment in the year through help of one specific project (with 40 gaining employment through a 3 year period).

#### Priorities for the next 12 months

- a. To ensure that supporting actions within locality action plans are implemented.
- b. To ensure that the revised arrangements for partnership working beyond March 2014 in order to implement the commitments within the Single Plan are robust and effective.

### **3.05 Flintshire and Wrexham Local Safeguarding Children Board (FWLSCB) Strategic Plan (2011 to 2014)**

#### Requirement for the Strategy

The Children Act 2004 Section 31 requires every local authority to establish a Local Safeguarding Children Board (LSCB) to coordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children. The objectives and functions of LSCB's are described in 'Safeguarding Children: Working Together' under the Children Act 2004 including that the LSCB should develop its own business plan to guide its work programme.

The Flintshire and Wrexham LSCB Strategic Plan 2011 to 2014 and Business Plan 2011 to 2012 are the first planning documents for the newly formed (April 2011) joint LSCB.

#### How and When the Strategy will be Reviewed

The strategy for the FWLSCB covers a period of three years and will be reviewed annually in line with the review of the annual business plan.

Progress made on the actions within the business plan are reported to the FWLSCB Development Group on a quarterly basis using the 'Headline' document which employs 'red, amber, green' ratings to reflect performance.

This performance reporting document is also shared with the FWLSCB Executive Board. Performance measures in the business plan will be reported at the end of the calendar year and be included in the FWLSCB Annual Report. The FWLSCB will also consider all performance information available to them as part of the annual self assessment which will inform the review of the strategy and development of the business plan for the year ahead.

The draft annual report was discussed at the October 2012 Board and the final version has been agreed.

### Current Key Priorities & Progress Made in the Last 6 Months

Many of these are continuing during 2013 and were reported at the Mid Year Review. Updates are as follows:

- a. FW LSCB Business Plan 2013-14 is in place and has been updated to reflect decisions made at the last LSCB Executive on the 16<sup>th</sup> July 2013.
- b. The Training Plan for 2013-14 is in place and is being delivered.
- c. FW LSCB has found it difficult to recruit a permanent Business Manager and Admin support given the obvious and understandable need to plan for business support structures within a new regional and sub regional context.
- d. Currently business support for FW LSCB is provided by an Independent Consultant under contract as Interim Business Manager working two days a week. Current administrative support is provided for two days each week – but will cease shortly. Clearly there will be a need to secure ongoing administrative support until the regional/sub regional business structure is in place.
- e. The Flintshire and Wrexham LSCB Child Practice Review Group will cease once outstanding actions from existing Cases of Special Interest and SCR have been concluded and signed off.
- f. The Board have been in collaboration with the University of East Anglia following their research into children in the child protection register. A training event to disseminate the research in North Wales using some of the UEA tools is planned.
- g. The creation of the new North Wales SCB in January 2013 is welcomed as a means of providing enhanced integration and collaboration across North Wales to safeguard and promote the welfare of children.
- h. Flintshire and Wrexham LSCB Policies and Procedures Sub Group, Training Sub Group and Participation and Raising Awareness Sub Groups will cease to exist in their current format – Subject to ‘legacy statements’ being prepared clarifying what is transferred in terms of actions within our updated Business Plan 2013-14 to the regional groups and what actions require completion locally/sub regionally.
- i. This year’s annual conference was held on Thursday 28th February 2013. The topic for this year was “The Effects of Parental Mental Health on Children and Young People”. Much interest was shown and the success of last year’s conference was replicated. Young Carers participated in the conference.

- j. The Junior LSCB met for their inaugural meeting on 4th February 2013. Further meetings have also taken place.
- k. An information sharing tool has been developed to enable the joint work on collaborative audits to take place. This was circulated at the Board for commentary.
- l. Whilst a great deal of very real progress has been made by NWSCB over the past 6 months fundamental decisions related to the financial and business structure of new regional arrangements have yet to be made, agreed and implemented.

#### Key Milestones for the Year Ahead

The Key Milestones for the year ahead were reported previously and are still relevant pending the move to the Regional Board:

- a. In light of a developing regional structure and to avoid duplication and replication FW LSCB has agreed to amend its 'local' structure which is largely congruent with the other two LSCB areas
- b. Fundamental decisions related to the financial and business structure of new regional arrangements have yet to be made, agreed and implemented. Additionally, of course, the law has not changed and there is no formal 'delegation of authority' agreement yet in place between the three LSCBs and the NWSCB and this will need to be progressed.
- c. Current headline priorities for FW LSCB include tackling Child Sexual Exploitation, Children Missing from Home or Care and education and awareness raising - Parental Mental Health, Children Educated at Home and Private Fostering.
- d. FW LSCB seek to move from an over-reliance on PI's to evaluate impact/performance to quality audits of multi agency practice and would welcome discussions as to how such a development can be supported on a regional basis.
- e. Coordination of local safeguarding activity will be focussed within a sub regional Practice/Operational Development Group. Clearly links between the Practice/Operational Development Group will need to be very closely aligned with regional developments and groups.
- f. Performance and Quality Assurance activity will continue as currently arranged as a Task Group of the Practice/Operational Development Group.

- g. Development of the Junior LSCB will also continue as a Task Group of the Practice/Operational Development Group.
- h. Progress the implementation of the LSCB Business Plan.
- i. Continue to build and strengthen relationships with other Partnerships with regards to safeguarding activity.
- j. Continue to promote and raise awareness of safeguarding with professionals, parents/carers and children and young people the need to safeguarding.
- k. Continue to strengthen the Boards monitoring role in relation to safeguarding matters.
- l. Continue to provide a range of training on child protection and safeguarding that meets local needs and is continually reviewed to ensure it is effective.
- m. Continue to ensure that children, young people, parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB

#### Regional or Sub-regional Developments

Following the proposals to reduce the number of LSCB's in Wales, as set out within the draft Social Services Bill (Wales) consultation, the Chairs, Vice Chairs and business managers of the three LSCB's in North Wales have met and wider meetings have been arranged to decide upon the future model.

The inaugural meeting of the new Shadow Board was held in January 2013 with further meetings taking place thereafter. Jenny Williams, Director in Conwy is to chair for 12 months. The plan is for three joint LSCB's to operate in parallel for a period. Four sub groups are to meet on a regional basis:

- Training
- Child Practice Reviews
- Communication & Awareness Raising
- Policy & Procedures

Individuals have been nominated to lead on arranging the first meeting of the four sub groups in order to agree chairmanship, membership, terms of reference, frequency of meetings, work programmes etc. The sub groups have been meeting since April 2013. The local sub groups attached to the current three boards disbanded at this stage, except for the current Serious Case Review subgroups.

Alongside these original arrangements there will need to be localised sub groups to replicate the current boards and discuss local issues.

### 3.06 **Regeneration Partnership**

#### Requirement for the Strategy

The Flintshire Regeneration Partnership was established in September 2005 to bring together the wide range of organisations and initiatives involved in regeneration in Flintshire, to ensure a more strategic and integrated approach. The preparation of a holistic approach to tackling the county's needs and for this to be set out in an agreed long-term strategy, were early recommendations of the Partnership.

The Flintshire Regeneration Strategy was produced in 2008/09 and subsequently approved by the Executive in October 2009; it is of particular importance at a time of economic uncertainty. It sets out those actions that will be taken to facilitate recovery, to ensure that Flintshire is prepared for the challenges to be faced as the economy emerges from recession and to ensure that a focused and coordinated approach brings together the actions and resources of all relevant partners for maximum local benefit.

#### How and When the Strategy will be Reviewed

The Strategy will be refreshed during 2013. The third annual Regeneration Conference took place on the 7th March 2013 and provided stakeholders with the opportunity to review the progress of the Strategy and identify future priorities for action.

#### Current Key Priorities

The Regeneration Partnership is using the theme "Flintshire: Open for Business" to encompass its work and has created themes for regeneration in Flintshire – Business, Places and People.

The key priorities are:

- Improve rate of youth employment.
- Increase level of inward investment.
- Supporting small business growth and entrepreneurship.
- Strengthen competitive position for manufacturing, especially advanced manufacturing.
- Improve availability of skilled workforce for large companies.
- Reduce vacancy rates and improved foot fall on High Streets.
- Rural regeneration.

#### Progress Made in the Last 6 Months

##### **Business:**

- a. Welsh Government announced the new Deeside Enterprise Zone (DEZ) as a key strategic location for Wales Advanced Manufacturing sector. DEZ will be a catalyst for the Northern Gateway development attracting new investment opportunities, creating an estimated 7,000 new jobs and deliver sustainable regeneration helping to transform communities both in Deeside and across North Wales. During this quarter 309 new enquiries have been handled, 6 of these have specifically related to

investment in Deeside Enterprise Zone. This has led to 341 new jobs in total of which 25 are within the Enterprise Zone.

- b. Phase 1 of the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC) feasibility study has been completed to develop a focus for the advanced manufacturing sector, in partnership with Welsh Government, HE, FE and private industry. Phase 2 NWAMSTC feasibility study to be completed. This is dependent on the release of funds from Welsh Government.

**Places:**

- a. The Masterplan for Flint is now complete. Phased demolition of the maisonettes in the town centre has commenced.
- b. A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity, as well as to key service improvements such as the review of Streetscene services. The Partnership has approved an action plan and is currently developing projects. Key priorities for action this year include:
  - promoting Flintshire's walking offer.
  - collaborating with partners to make leaflet distribution more efficient and reach a wider audience.
  - supporting the development of a Roman-themed attraction near Caergwrle.
  - increasing the visibility and availability of local food.
- c. Welsh Government have given approval to the North East Wales Town Centre Regeneration project, lead by Flintshire County Council, and covering Flintshire and Wrexham. The Building Enhancement Scheme offers grants to bring High Street properties back into active employment use. So far 3 full applications have been approved and a further 5 schemes are in development.

**People:**

- a. The Regeneration Partnership has been working closely with Communities First and the Local Service Board on the Employment, Education and Training (EET) agenda. Significant progress has been made linking with Flintshire's public, private and third sectors to establish new good practice aimed at reducing the numbers of young people not in Employment Education or Training NEET and improving opportunities for Flintshire's most disadvantaged communities.
- b. Communities First have been working closely with the Apprenticeship, Entrepreneurship and Work Experience (AEWE)

Project Board for the Local Service Board where partners are developing initiatives aimed primarily at young people under 25, which have been informing and influencing the LSB Priority 1 agenda, to “Lead by Example as Employers and Community Leaders”, and since agreed. The AEWE is also supporting a renewed emphasis on Young Entrepreneurship, as part of the all Wales Youth Entrepreneurship Strategy (YES).

- c. The Young Entrepreneurship model is helping young people start or grow a business through Flintshire’s first Enterprise Club, as part of a local Young Entrepreneurship model. The Flintshire Business Entrepreneurship Network (BEN) is being supported by Communities First to drive forward the agenda for 16 – 24 year olds aspiring to be successful entrepreneurs. The use of Deeside Leisure Centre to host and help promote BEN initiatives such as Dragons’ Den style activities, is important because of its location to all that Deeside Enterprise Zone has to offer, and being a place where young people socialise in significant numbers.

#### Key milestones for the year ahead

##### **General:**

- a. Review and refresh the Regeneration Strategy and develop a monitoring framework for progress towards key outcomes.

##### **Business:**

- a. Develop the Deeside Enterprise Zone further and attract and support inward investors.
- b. Develop the North Wales Advanced Manufacturing Skills and Technology Centre project further.

##### **Places:**

- a. Continue to develop the Deeside Regeneration Area for Deeside to bring about a large comprehensive renewal area in the county – Jobs / housing improvement / town centre renewal / environmental upgrade (ongoing).
- b. Implement the long term plans for the eight main towns in Flintshire (ongoing).
- c. Implement the Destination Management Plan for Flintshire.

##### **People:**

- a. To implement the revised structures and priorities for the Communities First programme, embedding needs and shared priorities in corporate and partnership strategic agendas, in particular, the development of work experience/apprenticeship academies as models of good practice supported by the public, private and voluntary sectors.

- b. To further develop local labour market approaches to maximise the opportunities for interrelated community based activities around employment, skills and learning. In Communities First areas these will include community based work clubs, jobs and careers fairs, informal and formal and accredited community based learning provision, pro-active support for employer recruitment activities, not least in relation to DEZ opportunities, and responding to job losses or closures by supporting REACT activities.
- c. To expand good practice in relation to the Flintshire Business Entrepreneurship Network and the Enterprise Clubs, securing WG and partners' support for a developing and sustainable Entrepreneurship programme for Flintshire.
- d. To continue to address the Child Poverty agenda by improving residents' financial literacy, and improving access to Credit Unions through additional community based collection points.

Regional or Sub-regional Developments

Sub-regional collaboration is underway on affecting inward investment.

**3.07 Voluntary Sector Compact**

The Compact is a way to supporting collaboration between statutory bodies and the voluntary (or third) sector. It was originally established as a national agreement between central government and the voluntary and community sector in 1998.

Current Key Priorities

- a. Continue to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- b. Transport and Access to Health Services – focus on regional & sub regional partnerships.
- c. Maximising external funding opportunities.

Key Milestones for the Year Ahead

- a. Transport and Access to Health - Community transport and the planning of health services within Localities.
- b. Advice Management and the implications of welfare reform.
- c. Revised Scrutiny arrangements.

**3.08 Youth Justice Plan and Board**

Requirement for the Strategy

The Youth Justice Plan is written annually to meet legislative, grant making and business planning requirements. It has to meet the requirements of:

- The Youth Justice Board (YJB) – as a legislative requirement (Crime and Disorder Act 1988) and condition of grant.
- The Youth Justice service (YJS) Executive Management Board.
- The County Council.
- YJS staff at an operational level.
- Partner agencies.

#### How and When the Strategy will be Reviewed

The current 2 year strategy is operational until 2014 and is currently under review. The plan was developed using an outcome focused approach.

The 2012 plan was circulated to partner agencies for consultation and has been approved by the County Council's scrutiny process.

#### Current Key Priorities

Priorities for 2013 are:

- Reduce the number of young people entering the criminal justice system by monitoring first time entrants.
- Reduce the number of young people entering the secure estate.
- Reduce the reoffending rate of 10 to 17 year olds.
- Increase victim and public confidence.

#### Progress Made in the Last 12 Months

- a. A reduction of First Time Entrants (FTE) has continued to be achieved by the YJS. Preventing offending is the principal aim of the youth justice system and Flintshire YJS has continued to develop prevention services which have an impact on the reduction of the number of FTE into the youth justice system.
- b. The numbers of young people entering the secure estate are minimal and the introduction of the Youth Rehabilitation Order the previous year enabled the partnership between the YJS and the Courts to be reviewed and strengthened. The numbers of young people attending court has seen a significant decrease and this can be attributed to more robust policing methods looking at alternatives to arrest, the restorative justice agenda linked to prevention work carried out by the Youth Justice Service.
- c. Reoffending rates are determined by monitoring cohorts of young people and the YJS has implemented systems linked to the Careworks system to track these. The highest rates of re-offending are demonstrated by those young people subject to periods in custody. It should be noted that this population in Flintshire is often confined to three or four individuals so any

offence committed by this group impacts significantly on re-offending rates demonstrated by the whole group.

- d. The YJS contact all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

#### Key Milestones for the Year Ahead

There are significant policy changes ahead being implemented by Central Government which will impact upon services provided for the Young people of Flintshire. The Green Paper Youth Justice Bill (Wales) which would be welcomed to build upon the work undertaken by the All Wales Youth Offending Strategy has been through the consultation stage and we now await to see the findings.

The finance of the YJS continues to be made up of a combination of funding streams with the Welsh Government Grants being in a transitional year whilst regional frameworks are established. In addition the Police and Crime Commissioner for North Wales is now in post and discussions are ongoing with the Youth Justice Services across North Wales.

The introduction of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 has had an impact upon 2 areas of our business. At the high risk end, Local Authorities are now responsible for funding placements for young people remanded into custody. On the other end of the spectrum, Out of Court Disposals see the end of Reprimands and Final Warnings and the introduction of Cautions and Conditional Cautions.

#### Regional or Sub-regional Developments

- a. Regionally, the North Wales Safer Communities Board commenced from June 2012. This Board is looking at all criminal justice agencies and will provide strategic guidance
- b. The Safer Communities Fund has been realigned by Welsh Government into the Youth Crime Prevention Fund and all YOTs and Community Safety Partnerships are collaborating to provide a business case for regional, sub regional and local delivery of services.
- c. The Young Peoples Drug and Alcohol Team has renamed itself as Flintshire 'Sorted'. This name was devised by the young people accessing the service. A Service review is to be carried out during 2013 to bring all staff employed into line with job descriptions as the service has evolved over the past 6 years of operation.
- d. The Flintshire/Wrexham LSCB has now been in operation for over 12 months and the YJS has developed protocols around

Serious Incidents with the Board and the Youth Justice Service continues to be actively in all areas of this Board and is represented on all groups from the Executive to support groups.

- e. Work is currently under way to formulate a SERAF agreement and process which is to prevent the sexual exploitation of young people.
- f. In unison with this, work is also being looked at to develop a regional approach to young people who display sexually harmful behaviour.
- g. Flintshire YJS continues to engage with Flintshire Inclusion service and has seen a rise in the time young people are spending in Education, Training and Employment and the Pupil Referral Unit that is a joint venture with the Inclusion Service has recently expanded its brief to work with 16 plus years to enable them to gain college placements.
- h. A significant development is through Creating Active Wales/Sports Wales which the YJS are hopeful to utilise funding to engage young people in further constructive use of leisure time to divert them away from criminal or anti social activities.

### 3.09 **Transition to a Single Integrated Plan for Flintshire**

Guidance published by Welsh Government in June 2012 described the approach to replace the four existing statutory plans with a Single Integrated Plan (SIP) driven by the Local Service Board. The guidance is described in Appendix 1.

This would incorporate the following existing Flintshire Plans:

- Flintshire County Vision - 2009 to 2019.
- Making a Positive Difference Plan - 2011 to 2014 (Children & Young People's Partnership).
- Community Safety Strategic Plan - 2011 to 2014.
- Good Health, Good Care Strategy - 2011 to 2014 (Health, Social Care and Well-being Partnership).

Of these four statutory plans and partnerships only one, the Community Safety Partnership is identified as a 'strategy group' in regulations made under the Crime and Disorder Act 1998 which allows for members of the LSB to fulfil the role of the strategy group and discharge its duties. The LSB has recently agreed to fulfil this role and has undertaken a governance assessment to ensure that it has the appropriate structure and arrangements in place.

Welsh Government state that the SIP should include:

- a. Vision – for the long term.
- b. Analysis – to include key issues, trends, needs, etc.

- c. Action Plan – highlighting priority outcomes for a 3 to 5 period and an action plan for driving improvement including partners' contributions and accountability. The highest priorities should form the LSB's core agenda for improvement
- d. Enabling Strategies – including an Information Strategy and Engagement Strategy.
- e. Assurance – arrangements for LSB governance, performance management and scrutiny. The Local Government (Wales) Measure 2011 places a new requirement on local authority scrutiny committees to scrutinise designated public service providers in their area.

The SIP should be based on comprehensive needs assessments taking the needs of the whole population in the local area into account but with a specific focus on groups who are disadvantaged, vulnerable or at risk of becoming vulnerable.

In developing the SIP, work has been undertaken in the following areas:

- Reviewing the Flintshire County Vision and developing Local Service Board priorities
- Reviewing our performance in the 4 areas of work that form the national Effective Service for Vulnerable People (ESVP) Programme
- Developing the role of the Local Service Board
- Ensuring effective strategic partnership governance
- Partnership and plan rationalisation

In reviewing the County Vision the LSB has identified a number of priorities in which there is a shared interest and where a high level partnership such as the LSB is needed to lead and influence change. These priorities have been broken down into 'primary' and 'secondary' priorities.

The four primary priorities are:

- Lead by example as employers and Community Leaders
- People are safe
- Vulnerable people have their support needs met and their wellbeing is promoted and enhanced
- Organisational environmental practices

Appendix B provides the full list of primary and secondary priorities. These were agreed in July 2012 by the LSB and Statements of Ambition have been developed to provide an outline of what we want to achieve or change and why.

In addition to these LSB Priorities, there are a number of Strategic Partnership Plans that exist that were implemented in 2011. As these were 1) based on sound evidence from partnership needs assessments and professional expertise, 2) been considered as part of

the development of the LSB Priorities, and 3) implemented the Strategic Partnership Governance Framework, it was agreed that these plans would run their course to 31st March 2014. Thus the transition to a Single Integrated Plan (SIP) for Flintshire will be complete by the 1st April 2014.

The Plan will bring together the following strategic partnerships' plans:

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

The first complete draft of the SIP is to be presented to the LSB at its next meeting in October; it will then be presented to the Cabinet prior to final publication in the new year.

Once the SIP has been agreed, the commitments of individual service providers should be included within their own corporate plans for the following key partner organisations:

- Betsi Cadwaladr University Health Board
- Coleg Cambria
- Flintshire County Council
- Flintshire Local Voluntary Council
- Glyndwr University
- Natural Resources Wales
- North Wales Fire and Rescue service
- North Wales Police
- North Wales Probation
- Public Health Wales

The Council has already identified and made these commitments within its Improvement Plan 2013-14, for example within the Skills and Learning and Environment priorities for Apprenticeships and Carbon reduction respectively.

### 3.10 **Rationalisation**

We have also been a key player in a regional review to rationalise partnerships and were a key player in the North Wales Partnership Review (as previously reported to Cabinet). In addition, sub-regional arrangements have been developed for the Youth Justice Executive Management Board and Local Safeguarding Children Board.

The implementation of the Strategic Partnership Governance Framework saw the number of partnerships in operation in Flintshire reduce. Further opportunities exist to reduce partnerships in the future

in line with development of the governance arrangements to support the SIP.

#### **4.00 RECOMMENDATIONS**

4.01 That Cabinet note and endorse the performance of the Strategic Partnerships and support the key priorities and the work programmes.

#### **5.00 FINANCIAL IMPLICATIONS**

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

#### **6.00 ANTI POVERTY IMPACT**

6.01 The needs assessments that underpin the Strategic Plans include a consideration of poverty and deprivation and its impact on the population.

#### **7.00 ENVIRONMENTAL IMPACT**

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

#### **8.00 EQUALITIES IMPACT**

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

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 The on-going coordination and implementation of the Strategic Plans and Partnership Work Programmes will be taken forward by designated officers within the relevant Partnership teams.

#### **10.00 CONSULTATION REQUIRED**

10.01 None required.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 None required.

#### **12.00 APPENDICES**

12.01 Appendix A – Shared Purpose - Shared Delivery, welsh Government Guidance, June 2012

12.02 Appendix B - LSB Priorities

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

None.

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