

Summary of Key Issues / Responses to the Consultation with Members

Improvement Plan 2015/16

Issue / Response to Consultation	Responses to issues raised
General	
<p>Clarity was sought about how the two Improvement Plan documents link and the reasons for having two documents rather than a single document.</p> <p>Concern was also expressed about the ability to access the documents through iPads.</p>	<p>The Chief Executive explained that the Improvement Plan, currently a working draft in word format, is shown as two documents. The first, the draft Improvement Plan 2015/16, is the public document which will be turned into the graphic colour plan which is published on Flintshire County Council's website, once complete, at the end of June. The second document Improvement Plan 2015/16 - How Achievement Will Be Measured - is a supporting document which carries the detail of the performance measures and targets. It is the second document which is used as the basis for providing quarterly performance updates to Overview and Scrutiny Committees. The first quarterly update for the 2015/16 Plan is due in September.</p> <p>It was agreed at the workshop:</p> <ul style="list-style-type: none"> • to produce a how to use guide for the Improvement Plan • to ensure the two parts of the Plan are linked well e.g. with hyper-links • to produce the final Plan draft in PDF format for ease of use on I Pads • to organise a 'how to use the Improvement Plan' 30 minute workshop prior to each of the Overview and Scrutiny Committees in September, when the first quarter progress reports will be made • to invite the Overview and Scrutiny Committees in December, when the second quarter Plan progress reports will be made, to make initial suggestions for the retention, deletion or addition of sub-priorities to the Plan for 2016/17 • to work with the Overview and Scrutiny Chairs on guidance for the effective scrutiny of performance

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Page numbers to be included on all documents.	All final documents will contain page numbers.
Reference numbers should be used to link the Improvement Plan with the supporting document (How we measures achievement).	Final documents will contain reference numbers to show the links.
Justification should be added where projects/works are specific to locations.	The Improvement Plan pulls together the sub-priorities on which the Council is looking to make the biggest impact during the year to which the plan relates. Within each sub-priority are the key actions that will be undertaken to deliver the desired impact. Many of these actions have previously been agreed by Cabinet following democratic process, where the justifications for specified locations will have been considered.
Rationale and justification for changes from the 2014/15 Improvement Plan to the 2015/16 Improvement Plan should be included in the 2015/16 Improvement Plan i.e. why sub-priorities have moved/changed etc.	To be included in the introductory pages of the 2015/16 Improvement Plan.
Ensure consistency in reporting at Scrutiny.	The supporting document (How we measure achievement) forms the basis for reporting to Scrutiny. The reports are prepared quarterly following a similar layout and reflect the same colour coding as used within the Improvement Plan.
Members questioned whether sufficient emphasis was being given to rural areas of the county within the Improvement Plan.	<p>A number of the larger improvement projects currently being undertaken e.g. Vibrant and Viable Places are being undertaken primarily with grant funding secured through a bidding process for which strict criteria is met. Whilst these projects may seem to focus on certain areas of the county, their benefits extend out across the county. Capitalising on such opportunities is to the advantage of Flintshire as a whole.</p> <p>New external funding opportunities for rural development are underway; the authority is involved in influencing these on a local and regional basis. Once the programmes are</p>

	released the authority will bid for appropriate funding streams.
Members requested that the Council's commitment to the Armed Forces Community Covenant be specifically mentioned.	Agreed and included.

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Sub-priority – Appropriate & Affordable Homes	
Sub-priority – Modern, Efficient & Adapted Homes	
General Housing Queries	
<ul style="list-style-type: none"> To meet the criteria of affordability is there a greater range of schemes the authority could offer e.g. a deposit, or the legal power to offer shared equity schemes? Can there be a performance measure of reducing rent arrears? Can local Members inform the appropriateness of affordable housing allocations by offering local intelligence? Does the Right to buy apply in Wales? Extra care provision - should there be a priority around these schemes in other rural areas of the county? Empty Houses into Homes Plan - can local intelligence from Members be used to feed into the process? 	Questions to be raised with the relevant Managers.
Sub-priority – Independent Living	
Concern was raised about the amount of returns and recycling of aids / equipment.	Not applicable
Members noted recent improvements in rehousing people in Local Authority housing to appropriate accommodation rather than providing major adaptations.	Not Applicable
Observations were made that the blue badge process and points system needs to be reviewed.	To be raised with appropriate service manager.
Members wanted assurance that as Local Authority care home provision is reduced, work will be undertaken to ensure that the standards in the independent sector are maintained and that independent sector residential homes that have issues	Chief Officer Social Services explained the role of CSSIW (Regulator) and the Contract Monitoring Team (Local Authority).

outstanding with the regulator would be followed up.	
Sub-priority – Integrated Community Social & Health Services	
Additional risk requested regarding reductions in future Local Authority and Health funding impacting on the sustainability of services.	Will be added to the Improvement Plan.
Support for carers is covered within this sub-priority. However, Members requested clarification around: <ul style="list-style-type: none"> • training available for carers; • whether it is the right training; • whether the authority are raising people's expectations about their entitlements: and • how the authority support people with a caring role who don't see themselves as carers. 	Social Services to prepare a report to Social & Health Overview & Scrutiny specifically addressing these issues.
Sub-priority – Safeguarding	
Members believed that the authority should respond to safeguarding issues regardless of resources.	It was confirmed to Members that Child Sexual Exploitation (CSE) is already a priority for the authority and resources will be found to manage the increase in referrals.
Members noted the new development whereby each Portfolio would have a safeguarding lead.	Not Applicable.
Members asked about the integration of adults and children's safeguarding.	Chief Officer Social Services confirmed that this had been a priority in last year's Improvement Plan and that it had been completed.
Sub-priority – Business Sector Growth	
Members were keen to know if the coverage of superfast broadband would extend to rural areas?	This is a Welsh Government and BT national programme which the authority provides information to support and helps to influence service outreach to 'not spot' areas.
Members requested that BT and Welsh Government representatives be invited to give a presentation at an all Member workshop to discuss the importance of the roll out of superfast broadband.	Workshop to be arranged.
Members felt that the emphasis needs to be	To be raised with the Enterprise Manager.

on Flintshire as an economic gateway to North Wales.	
Members raised the point that lack of affordable childcare has a wider impact on ability to access to employment.	Not Applicable
Sub-priority – Town and Rural Regeneration	
Members welcomed the inclusion of tourism and rural communities in the priorities.	Not Applicable
Members would like an explanation of how the performance data is collected and measured, e.g. where does the data come from for measuring the estimated economic impact of tourism?	Data sources to be referenced in the supporting document where they are external to the Council.
Members felt an overarching plan/strategy is required for all the different tourism projects as they are currently not joined up and responsibility sits within different services across the authority. Consequently, the full benefit / potential of all the various projects is not achieved.	To be raised with the Economic Development Manager.
Members queried the targets for the number of trainees recruited (Vibrant and Viable Places programme) and that there is no change in targets between 2015/16 and 2016/17. They felt an increase should be targeted for 2016/17.	Funding levels for both 2015/16 and 2016/17 are similar therefore the targeted number of trainees recruited is the same for both years.
Sub-priority – Apprenticeships & Training	
Members felt there should be a national programme of apprenticeships and that businesses should be encouraged to have jobs for apprentices when they finish their apprenticeships.	To be raised with Education.
Sub-priority – Modernised & High Performing Education	
Members felt that in order to take advantage of training and education opportunities early on pupils should start receiving good careers advice earlier in secondary school.	To be raised with Education.
Sub-priority – Maximising Income	
Members felt that Flying Start funding needs to be targeted at families, not just the children and that the funding is needed in all areas not just the Flying Start areas.	To be raised with Early Years and Family Support Manager.

Sub-priority – Transport Infrastructure & Services	
Members recognised that the impact from other organisations' priorities are outside the Local Authority's control e.g. WG & Trunk Roads Agency and that a lobbying function is necessary to influence their priorities.	Flintshire County Council lobby organisations such as WG where their priorities impact on its own.
Sub-priority – Improving Resource Management	
Members questioned whether the take up of digital services and use of website measures could be benchmarked with other authorities.	To be investigated with other authorities.
A query was raised about whether the authority would be able to reduce its non-domestic rates liability, based on the usage of rooms (e.g. office or storage) or those no longer being used.	Whilst it was felt to be unlikely, this will be investigated further.

Target Setting 2015/16

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Why would Social Services not set aspirational targets of 100% for all the PI's listed on the presentation?	The reasons why aspirational targets of 100% are not achievable was discussed. Members were happy with the clarification but asked for more detailed explanations within performance reports where targets are not met.
<p>Members would like Social Services to concentrate on those PI's where current performance is not "good enough", so that performance is improved to meet a satisfactory level.</p> <p>Members were also keen that the services did not solely concentrate on PIs and lose sight of those areas of the services where there further room for improvement e.g. services for people with a disability / transition.</p>	<p>It was confirmed that these PIs are classified as improvement targets and will continue to be reported regularly.</p> <p>It was confirmed that this would not be the case.</p>
Adaptions through Disabled Facilities Grants (DFGs). Members asked where these were in the 2015/16 Improvement Plan.	Chief Officer Social Services confirmed that they were now within the Housing sub-priority Modern, Efficient and Adapted Homes and that Social Services would continue to work closely with Housing to improve timescales for completion.
PSR/009a (DFG's for Children and Young People). Additional information should be provided to give context to the outturn and suggested target.	Agreed.
PSR/002, PSR/009a & PSR/009b The number of cases for all DFG measures should be provided as context.	Agreed
Adaptations for Council Homes through DFG's should be included as a measure.	To be raised with the DFG Operational Working Group.
<p>HHA/013 (homeless prevention) should be classified as 'Improvement', not 'Maintenance'.</p> <p>Concern was raised about the ability to achieve the 90% target for the prevention of homelessness for all potentially homeless households for at least 6 months (HHA/013).</p>	<p>Agreed</p> <p>The Housing Bill pilot means all who present as being potentially homeless will be offered assistance. This will in part be financed through WG 'New burden' funding.</p>

LCS/002b (visits to local authority sport and leisure centres) should target upper quartile performance and be a maintenance target. The good performance achieved in spite of reduced numbers of staff was also noted.	The current performance and targeted performance is near the upper quartile level and the target classification has been set as 'maintenance'.
CHR/002 (sickness absence) needs to have a more challenging target.	Target revision to be discussed with HR.
The length of time taken to process invoices needs to be improved in consideration of the knock on effect to businesses and suppliers of late payments.	To be raised with service managers.
STS/005b and STS/006 Better enforcement is required for street cleansing and fly tipping and this should be linked with enforcement targets.	Chief Officer Streetscene & Transportation confirmed that the Council can only act on reported incidents of fly tipping.
THS/007 (bus pass take up) was discussed. - not an indicator of performance and can't influence the number of people who apply for a bus pass; doesn't mean that all pass holders will use their bus pass	Transportation Manager confirmed that this is not an indicator of performance. It doesn't measure the work undertaken to encourage people to take up bus passes and nor does it measure that holders use their passes.
THS/012 (condition of roads). The lowering of targets due to reduction in funding was debated. Some Members felt that if the target is realistic then it should remain as it is, however others felt it should be more aspirational and if the target is not met the reasons should be reported including funding reduction. A query was also raised about whether the measure should be in the Improvement Plan if improved performance could not be secured.	Whilst the prudential borrowing previously used to help maintain roads is no longer available, the condition of roads across the county is still a priority and will remain within the Improvement Plan. The reduced targets for 2015/16 and 2016/17 reflect the ambitious performance the authority seeks to achieve through its Highways Asset Maintenance Plan.
Road safety initiatives for older drivers. Questions were raised about the age that constituted an 'older' driver and how drivers were accessed/referred for the programme.	'Older drivers' are targeted at age 65 and over. Workshops will be held bi-monthly across the County to attract drivers to register. Workshops will be promoted through press releases, website and Twitter plus promotion through the County Forum.