

# Pecyn Dogfen Gyhoeddus



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At: Cyng Clive Carver (Cadeirydd)

Y Cynghorwyr: Bernie Attridge, Haydn Bateman, Geoff Collett, Bob Connah, Paul Cunningham, Mared Eastwood, Patrick Heesom, Paul Johnson, Richard Jones, Michelle Perfect, Vicky Perfect, Aaron Shotton, Andy Williams ac Arnold Woolley

13 Medi 2019

Annwyl Gynghorydd,

Fe'ch gwahoddir i fynychu cyfarfod Pwyllgor Trosolwg a Chraffu Adnoddau Corfforaethol a fydd yn cael ei gynnal am 10.00 am Dydd Iau, 19eg Medi, 2019 yn Ystafell Bwyllgor Delyn, Neuadd y Sir, Yr Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

**Sylwch, bydd cyfarfod briffio, ar gyfer Aelodau o'r Pwyllgor yn unig, am 9.30am ar fformat newydd Adroddiad Monitro'r Gyllideb Refeniw cyn i'r sesiwn gyhoeddus ddechrau am 10am.**

## R H A G L E N

### 1 YMDDIHEURIADAU

**Pwrpas:** I dderbyn unrhyw ymddiheuriadau.

### 2 DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

**Pwrpas:** I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

### 3 COFNODION (Tudalennau 5 - 22)

**Pwrpas:** I gadarnhau, fel cofnod cywir gofnodion y cyfarfodydd ar 11 Gorffennaf a 12 Awst 2019.

### 4 OLRHAIN GWEITHRED (Tudalennau 23 - 26)

Adroddiad Rheolwr Gwasanaethau Democraidd -

**Pwrpas:** Rhoi gwybod i'r Pwyllgor o'r cynnydd yn erbyn camau gweithredu o'r cyfarfod blaenorol.

**5 ADRODDIAD BLYNYDDOL PARTNERIAETH DIOGELWCH CYMUNEDOL**

(Tudalennau 27 - 46)

Adroddiad Prif Weithredwr - Aelod Cabinet dros Gynllunio a Diogelu'r Cyhoedd

**Pwrpas:** Darparu sicrwydd a throsolwg i'r Aelodau o weithgareddau a chynnydd y Bartneriaeth yn 2018/19.

**6 RHAGLEN GWAITH I'R DYFODOL** (Tudalennau 47 - 52)

Adroddiad Rheolwr Gwasanaethau Democraataidd -

**Pwrpas:** Ystyried y flaenraglen waith Pwyllgor Craffu & Trosolwg adnoddau corfforaethol.

**7 ADRODDIAD MONITRO CYNLLUN Y CYNGOR 2018/19 AR DDIWEDD Y FLWYDDYN** (Tudalennau 53 - 160)

Adroddiad Prif Weithredwr - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Adolygu'r cynnydd wrth gyflawni gweithgareddau, lefelau perfformiad a lefelau risg presennol fel y nodwyd yng Nghynllun y Cyngor 2018/19.

**8 ADRODDIAD BLYNYDDOL GWELLIANT GAN ARCHWILYDD CYFFREDINOL CYMRU 2018-19** (Tudalennau 161 - 198)

Adroddiad Prif Weithredwr - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Derbynn yr Adroddiad Gwella Blynyddol gan Archwilydd Cyffredinol Cymru a nodi ymateb y Cyngor.

**9 DIWEDDARIAD CHWARTEROL CYFLOGAETH A'R GWEITHLU** (Tudalennau 199 - 220)

Adroddiad Uwch Reolwr, Adnoddau Dynol a Datblygu Sefydliadol - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Mae'r adroddiad hwn yn cynnwys diweddariadau strategol yn ogystal ag ystadegau chwarterol y gweithlu a dadansoddiad ohonynt.

**10 ADRODDIAD PERFFORMIAD STRATEGAETH POBL** (Tudalennau 221 - 238)

Adroddiad Uwch Reolwr, Adnoddau Dynol a Datblygu Sefydliadol - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Cael y wybodaeth ddiweddaraf am y Strategaeth Pobl.

11 **MONITRO CYLLIDEB REFENIW 2019/20 MIS 4 A MONITRO RHAGLEN GYFALAF 2019/2020 MIS 4 AC AMRYWIADAU SYLWEDDOL (LLEOLIADAU Y TU ALLAN I'R SIR, GWASANAETHAU PLANT A CHLUDIANT I'R YSGOL)** (Tudalennau 239 - 306)

Adroddiad Rheolwr Cyllid Corfforaethol, Prif Swyddog (Gwasanaethau Cymdeithasol), Prif Swyddog (Stryd a Chudliant) - Aelod Cabinet dros Gyllid, Aelod y Cabinet dros y Gwasanaethau Cymdeithasol, Dirprwy Arweinydd ac Aelod Cabinet dros Strydlun a Chefn Gwlad

**Pwrpas:** Darparu gwybodaeth ar Fonitro Cyllideb Refeniw 2019/20 (Mis 4) a Chwarter 1 Monitro'r Rhaglen Gyfalaf 2019/20.

Adrodd ar orwariant sylweddol o fewn Lleoliadau Tu Allan i'r Sir, Gwasanaethau Plant a Chludiant Ysgol o gyllideb Cronfa'r Cyngor.

Yn gywir



Robert Robins  
Rheolwr Gwasanaethau Democraidaidd

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 3

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **11 JULY 2019**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 11 July 2019

### **PRESENT: Councillor Clive Carver (Chairman)**

Councillors: Haydn Bateman, Geoff Collett, Bob Connah, Paul Cunningham, Patrick Heesom, Paul Johnson, Richard Jones, Michelle Perfect, Vicky Perfect, Aaron Shotton, Andy Williams and Arnold Woolley

**SUBSTITUTION:** Councillor: Hilary McGuill (for Mared Eastwood)

**APOLOGIES:** Councillor Ian Roberts, Leader and Cabinet Member for Education; Councillor Billy Mullin, Cabinet Member for Corporate Management; and Councillor Glyn Banks, Cabinet Member for Finance

**CONTRIBUTORS:** Councillor Carolyn Thomas (Deputy Leader and Cabinet Member for Streetscene and Countryside), Chief Executive; Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Corporate Business and Communications Executive, Finance Manager - Strategy Accounting and Systems, Finance Manager - Technical Accountancy and Income and Generation Marketing Manager

**IN ATTENDANCE:** Democratic Services Manager and Democratic Services Officer

### **18. DECLARATIONS OF INTEREST**

None.

### **19. MINUTES**

The minutes of the meeting held on 13 June 2019 were submitted.

### **RESOLVED:**

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

### **20. ACTION TRACKING**

The Democratic Services Manager presented the progress report on actions arising from previous meetings. He explained that actions still to be determined would remain on the action tracking report until resolved and be reported back to the next meeting.

The Chief Executive commented on the invitation to Welsh Local Government Association (WLGA) representatives to attend a meeting with

Members and said this would now take place later in the year instead of before the August recess.

The Chief Executive reported that the actions on appraisals had been followed through and that the actions on the Council Plan would be completed by the end of July. He explained that the Welsh Language Annual Monitoring Report 2018/19 would be considered at the meeting of Cabinet on 16 July, and submitted to the next meeting of the Committee to be held in September. He also said that work was in progress to review and improve where possible the information provided on the Revenue Budget Monitoring report.

**RESOLVED:**

That the Committee notes the progress which has been made.

**21. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration. He reminded Members that prior to the start of the next meeting a briefing session would be held at 9.30 a.m. on the new Revenue Budget Monitoring report format.

In addition to the items scheduled for consideration at the meeting of the Committee on 19 September, it was agreed that an update on appraisals would be included in the Workforce and Employment Quarterly report. It was also agreed that a report on the Welsh Language Annual Monitoring Report 2018/19 would be added to the Programme for the next meeting and later the Actuarial Review of the Clwyd Pension Fund.

In response to the questions raised by Councillor Richard Jones on the new Revenue Budget Monitoring report format, officers advised that some adjustments had been made to improve the format to assist understanding of the information provided. Councillor Jones commented on the need for the variances to be shown. Members were informed that details of the principal Social Care and Streetscene projected over-spends would be included in the Monthly Revenue Budget Monitoring 2019/20 report to be considered at the next meeting. The relevant officers would also be in attendance.

Councillor Patrick Heesom referred to the report on the Finance and Business Planning Cycle which was submitted to the meeting of the Committee on 17 January 2019 and said there was a need to attach budgets to this.

**RESOLVED:**

- (a) That the Forward Work Programme, as amended be approved; and
- (b) That the Democratic Services Manager, in consultation with the Chair and Vice-chair be authorised to vary the Forward Work Programme between meetings, should this become necessary.

## **22. COUNCIL PLAN 2019/20 – PART 2**

The Chief Executive introduced a report to present Part 2 of the Council Plan. This was to share performance milestones and measures for the year and invite feedback for Cabinet which would consider the document the following week. He provided background information and context. Part 1 of the Council Plan had set out the Council's intent, and Part 2 sets out the performance measures, targets and milestones against which achievement would be measured and evaluated.

The Corporate Business and Communications Executive Officer advised on the detail in the report. The achievements to be attained during 2019/20 were clearly described in Part 1 of the Council Plan. Part 2 ensured that those achievements could be monitored for progress and tracking. The two types of measures used were qualitative milestones, when plans or strategies were projected to be attained, and quantitative, numerical measures for targets to be met. Part 2 of the Council Plan identified the classification of all numerical measures. Milestones or measures had been set to monitor progress against each activity or plan. Risks to be managed and mitigated throughout the year were being worked through and would be covered in the first monitoring report. The Corporate Business and Communications Executive advised that later in the year, comparison data with other authorities in Wales would be provided to compare our position.

Councillor Patrick Heesom referred to the Finance and Business Planning Cycle report which had been submitted to the meeting of the Committee on 17 January 2019, and said the measures had been well indicated in terms of portfolio. He said he supported the report but commented on the need for the Council Plan to be more focussed and prioritised. He referred to the Ambitious Council and said there were shortfalls in the way the Council was making progress with that part of the Plan. He expressed concerns on how the highways infrastructure was managed.

In response to the comments made by Councillor Heesom on the transport network, Councillor Carolyn Thomas advised that the Authority was working with the Welsh Government (WG) and Transport for Wales. Councillor Heesom had been invited to attend a meeting to discuss his concerns with the Chief Officer (Streetscene and Transportation) and herself.

The Chief Executive acknowledged the concerns raised by Councillor Heesom around the limited role of the Council in economic development but emphasised that the Council Plan could only include those services which were a Council function. He continued that everything that was in the Plan was given equal priority and it was our collective responsibility to deliver the milestones and measures.

Councillor Paul Johnson referred to the Council Plan (Part 2) 2019/20, which was appended to the report, and asked what were the aims and objectives of the social value framework. He commented that the social value framework could mean many things to different people. He said this was an important part of the Council Plan and asked that the work on social value be brought back for consideration and development to a future meeting of the Committee. He also

suggested that a Task and Finish Group be set up to take this forward, or that an all Member workshop be held.

Officers responded to the comments made by Councillor Johnson, and acknowledged the additional points raised around procurement. The Chief Executive welcomed the suggestion of a workshop. The Chief Executive and Councillor Carolyn Thomas commented on the amount of social value work done by the Council, citing the benefits of large contracts, public transport, and play schemes, as examples.

Councillor Richard Jones commented on the need to provide a better explanation in the report on why/how the Council proposed to manage reductions in service areas. The Chief Executive explained that it was not proposed to reduce current services, however, there was a need to discuss the standards expected in services and the budget requirements to meet them.

Councillor Richard Jones said it would be helpful if a copy of the Council Plan was attached to future reports. The Chief Executive explained that a matrix with all relevant information had been shared with Members, however, there had been a poor response over the performance information required by Members.

During discussion Councillor Jones sought further clarification on the information provided in the appendix to the report under the following sub-priorities: baseline information relating to Highway Networks (page 76), Local Development Plan (page 56), Becoming Work-ready (page 53), Flexible Funding Programme (page 52), baseline data Universal Credit/Welfare Reforms (page 51), Housing needs of vulnerable groups (page 46), and Independent Living (page 33).

Councillor Aaron Shotton said it was important that the social value of the work that was underway in Holway as a pilot project was measured. He also said there was a need to convince partners in other sectors of the valuable work being carried out. He referred to the suggestion of a workshop and asked if there was a need for evidence of what was being done in Wales to be taken into account. He made reference to the WG policy on procurement. It was agreed that contact would be made with the Deputy Minister for Economy and Transport in due course to inform him of the Council's work on social value.

Councillor Hilary McGuill referred to page 44 of the report and asked that the 2019/20 target figure be revisited as she felt it was too low. She also referred to page 53 of the report and suggested that the wording of the achievement measure be amended to read 'Number of individuals needing support through the mentoring service that enter employment, learning or volunteering'.

Councillor McGuill also commented on the need to "invest to save" and asked if consideration could be given to the purchase of new equipment which would help to save the Council the high cost of repairing pot-holes on road surfaces in the future. Councillor Carolyn Thomas explained that there was no capital fund available to purchase equipment but gave reassurance that more repair work had been undertaken this year.



## **RESOLVED:**

- (a) That Part 2 of the Council Plan – on performance milestones and measures for the year be supported, subject to the clarification of details;
- (b) That an all member workshop on Social Values be held in due course; and
- (c) That contact be made with Lee Waters, AM, the Deputy Minister for Economy and Transport to inform him of the Council's work on social value when the strategy was ready.

## **23. FEES AND CHARGES**

The Chief Executive introduced a report to present an updated and complete corporate policy for fees and charges and invite feedback for Cabinet which would be invited to approve the policy later in the month. He advised that the Income Generation Policy, including fees and charges and the new income streams identified in the report, formed part of the Medium Term Financial Strategy. He drew attention to the outcome of the annual review of fees and charges which was appended to the report. For each charge the extent to which full cost recovery was being met was shown, however, further work was still required on this. The report also proposed an approach to the annual indexation of all fees and charges. The Chief Executive invited the Income and Generation Marketing Manager to present the detail of the report.

The Income and Generation Marketing Manager advised on the main considerations, as detailed in the report. She explained that the generation of additional income from fees and charges, along with specific projects to explore the feasibility of new income streams, were two of the solutions available to the Council to contribute to meeting the budget shortfall. The income target for 2018/19 had not been achieved in full and there remained in the region of £170k of additional income to be generated to achieve the 2019/20 target. She advised that it was important to maintain a focus on income generation and those fees and charges that could be reviewed, or introduced, as part of the Medium Term Financial Strategy. She explained that of the 605 fees/charges listed in appendix A of the report, 36% were statutory and the Authority had no or limited discretion in setting the charges, and 64% were discretionary where there was more room for local discretion when setting the price. In addition to income from fees and charges a number of income projects had been identified for further exploration. An overview of these projects and the indicative commencement date was also appended to the report.

The Income and Generation Marketing Manager said it was proposed that the annual review of fees and charges would be overseen internally, with any changes implemented from 1 October each year, following reporting to Cabinet in July.

The Chief Officer (Streetscene and Transportation) advised that an update report on fees and charges would be submitted to the Committee on an annual basis for review.

During discussion Officers responded to the questions raised by Members concerning the charges applied for services under Pest Control (citing the difference in charges for bees and wasps as an example), car parking, and the hire of Wepre and Buckley fields. Members also queried the costs involved in roundabouts and sought clarification on the charges for roundabout sponsorship. The Chief Officer agreed to provide further details to the Committee on the costs relating to roundabouts and the hiring of Wepre and Buckley fields.

Earlier in the week there had been concerns that the garden waste charge increases had not been put to the Environment Overview & Scrutiny Committee. The Chief Executive explained that the principle of charging had already been approved and that it was within the remit of Corporate Resources to suggest the varying of charges as part of financial policy.

**RESOLVED:**

- (a) That the Committee supports the policy and schedule of fees and charges to be submitted to Cabinet which will be recommended to adopt the policy at their meeting on 16<sup>th</sup> July 2019;
- (b) That the Committee notes the further work now required to establish full cost recovery, and/or comparable market rates, where it is possible/permissible to do so;
- (c) That the Committee support an ongoing review of the Income Generation Policy to ensure consistency of charging and cost recovery; and
- (d) That the Committee notes the additional income projects identified in Appendix B which are work in progress.

**24. MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND THE WORK OF THE CROSS PARTY GROUP ON LOCAL GOVERNMENT FINANCE**

The Chief Executive gave a verbal update on the position of the Medium Term Financial Strategy (MTFS), the national position on budgets, and the completion of the work of the Cross Party Working Group on Local Government Finance. He provided a presentation on the Cross Party Working Group on Local Government Finance which covered the following points:

- our context
- purpose of the Group
- work to date
- available resources
- overall position
- making the case
- summary of cost pressures
- indexation for inflation – schools
- indexation for inflation – non-schools

- budget process
- immediate next steps

During the presentation the Chief Executive referred to the Wales Centre for Public Policy report '*At the tipping point*' which he suggested would be of interest to Members. It was agreed that this would be circulated to the Committee following the meeting.

Councillor Aaron Shotton referred to the work of the Cross Party Working Group regarding the funding formula and asked if there could be an opportunity to look at the allocation of funding for social care across local authorities based on weighting and deprivation. The Chief Executive acknowledged the points raised by Councillor Shotton and commented on the need to think about the budget as a whole. He said that at the Cross Party Working Group reference had been made to more rationale about the base costs for schools. Councillor Carolyn Thomas said Flintshire had some of the lowest funded schools in Wales and reiterated the importance of schools having a baseline of funding going forward. She said she would be putting the case for funding for Education at the WLGA Executive meeting next week.

Councillor Patrick Heesom commented that in his opinion there needed to be a different perspective and a way of weighting or prioritising certain pressures that were not being achieved at the moment. He said he had concerns that disaggregation in the Authority was not potentially change centred and the way that some services had been disaggregated was not helpful. He also said there needed to be a much greater awareness of the expenditures in portfolios. He welcomed the work of the Cross Party Working Group but said that the Authority had to be more centralised and democratic in the disaggregation of services.

**RESOLVED:**

That the update on the work of the Cross Party Working Group on Local Government Finance and presentation be noted.

**25. CENTRALLY HELD BUDGETS AND CORPORATE FINANCE**

The Corporate Finance Manager introduced a report to provide details and explanation of the specific budget headings included within central and corporate budgets, as requested at a previous meeting. The Central and Corporate Budget for 2019/20 at £23.498m was 9% of the overall Council Fund budget of £264m. In general terms the Central and Corporate Finance Budget contained the central organisational costs for the Council that were not directly attributable to individual portfolios and services.

The Corporate Finance Manager reported on the main considerations, as detailed in the report. He said the report provided a detailed breakdown on this budget area based on the 2019/20 budget of £23.498m. The report also provided further background to all Members prior to the commencement of revenue budget monitoring for the 2019/20 financial year and as part of the Medium Term Financial Strategy.

**RESOLVED:**

The Committee notes the explanations given.

**26. REVENUE BUDGET MONITORING 2018/19 (OUTTURN) AND CAPITAL PROGRAMME MONITORING 2018/19 (OUTTURN)**

The Finance Manager, Financial Strategy and Insurance, introduced a report to provide Members with the Revenue Budget Monitoring 2018/19 (Outturn) report and the Corporate Finance Manager introduced the Capital Programme Monitoring 2018/19 (Outturn) Report. Both reports would be presented to Cabinet on 16 July, and were appended to the report.

Councillor Richard Jones referred to the Revenue Budget Monitoring 2018/19 (Outturn) report and referred to car parking charges. He commented that there was a need to identify and separate between a budget and a core service. He commented on areas of overspend and said the Council should look forward and not backwards to mitigate any potential overspend.

**RESOLVED:**

- (a) That the Committee notes the Revenue Budget Monitoring 2018/19 (Outturn) report and confirms that there are no specific issues which it wishes to have raised at Cabinet; and
- (b) That the Committee notes the Capital Programme Monitoring 2018/19 (Outturn) report and confirms that there are no specific issues which it wishes to have raised at Cabinet.

**27. INTERIM COUNCIL FUND REVENUE BUDGET MONITORING 2019/20**

The Finance Manager, Financial Strategy and Insurance, introduced a report to provide an interim in-year budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. She provided background information and explained that the interim report was the first revenue budget monitoring report for the 2019/20 financial year. The report was an exception report on significant variances which may impact on the financial position in 2019/20 and the progress of achieving planned efficiencies against the targets set for the year. At this stage the net impact of the emerging risks and variances as detailed in the report was projected to be £3.101m over the planned budget. This figure was based on known significant variances of over £0.100m. This would be subject to change over the course of the year.

The Finance Manager referred to the key points, as detailed in the report, and reported on the achievement of efficiencies, the in-year budget position, and unearmarked reserves. Areas that were considered as a high risk of financial volatility would be reviewed as part of the monthly monitoring process and the

implications considered as part of the forecast for the medium term. The Chief Executive commented in some detail on the areas of overspend and underspend.

Councillor Hilary McGuill referred to out of county placements and the information that the projected overspend for the service included externally provided placement costs for over 150 children, some of which lie within Flintshire's geographic boundary. The Chief Executive explained that the educational needs of some children could be met through local provision, however, the complex residential social care and educational needs of a number of children could only be met through external provision.

Councillor Richard Jones referred to the overspend on car parking charges. He expressed concerns around car park charges and said they could be a deterrent and reduce footfall in some areas. He commented on the social value of people shopping in towns and said that some areas were generating more income than the cost to maintain the car parks in that area.

**RESOLVED:**

- (a) The Committee notes the report and informs the Cabinet that at the September meeting, the Committee will be paying particular attention to projected overspends in social care and Streetscene; and
- (b) To note that Cabinet will be requested to approve a budget virement of £0.471m within Social Services to support the new extra care facilities

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

There was one member of the press in attendance.

(The meeting started at 10.00 a.m. and ended at 12.47 p.m)

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**Chairman**

Mae'r dudalen hon yn wag yn bwrpasol

**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**12 AUGUST 2019**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in Council Chamber, County Hall, Mold on Monday, 12<sup>th</sup> August 2019.

**PRESENT: Councillor Clive Carver (Chairman)**

Councillors: Bob Connah, Patrick Heesom, Vicky Perfect, Arnold Woolley

**SUBSTITUTES:** Councillors: George Hardcastle (for Bernie Attridge), Ian Dunbar (for Geoff Collett), Ray Hughes (for Paul Cunningham), Chris Dolphin (for Mared Eastwood) David Wisinger (for Paul Johnson), Rosetta Dolphin (for Richard Jones), Gladys Healey (for Michelle Perfect), Paul Shotton (for Aaron Shotton) and Dave Healey (for Andy Williams)

**APOLOGY:** Councillor: Richard Jones

**ALSO PRESENT:**

Councillors: Chris Bithell (Cabinet Member for Planning & Public Protection), Derek Butler (Cabinet Member for Economic Development) Chris Jones (Cabinet Member for Social Services) Billy Mullin (Cabinet Member for Corporate Management and Assets), Mike Allport, Sean Bibby, David Evans, Kevin Hughes, Dave Mackie and Hilary McGuill

**INITIATORS OF THE CALL-IN:**

Councillors: Mike Peers, Patrick Heesom, Chris Dolphin, Helen Brown, George Hardcastle and Veronica Gay

**CONTRIBUTORS:**

Councillor Ian Roberts, Leader and Cabinet Member for Education; Councillor Glyn Banks, Cabinet Member for Finance; Councillor Carolyn Thomas, Cabinet Member for Streetscene & Countryside, Chief Executive, Chief Officer (Streetscene and Transportation), Transportation and Logistics Manager, Finance Manager – Environment, Project Manager – Chief Executive's and Programme Manager

**IN ATTENDANCE:**

Democratic Services Manager and Democratic Services Support Officer

**29. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

No declarations of interest were made.

**30. CONSIDERATION OF A MATTER REFERRED TO THE COMMITTEE PURSUANT TO THE CALL IN ARRANGEMENTS**

The Democratic Services Manager explained why the call in was being considered by Corporate Resources rather than Environment Overview & Scrutiny Committee. This was because the call in was not about the principle of green waste

collection or charging for it. The call in was challenging the efficacy and justification for the recommended increase in the annual charge for green waste collection. This was one element of the newly adopted corporate fees and charges policy – a financial rather than a service provision or delivery issue.

The officer then gave an overview of the procedure for the call in of a Cabinet Decision, as detailed in the supporting document. The Cabinet had considered a report on the Fees and Charges report at its meeting on the 16<sup>th</sup> July 2019. The decision (Record of Decision 3673) had been called in by Councillors Mike Peers, Patrick Heesom, Chris Dolphin, Helen Brown, George Hardcastle, Veronica Gay and Richard Jones. Copies of the Cabinet report, the Record of Decision and Call in Notice, which identified seven reasons for the call in, were included with the agenda papers for the meeting.

The Chair indicated that he would not be accepting proposals for any of the four options until Members had heard the cases put by both the initiators and decision makers and Members had had an opportunity to ask questions of both.

### **31. FEES AND CHARGES**

As initiators of the Call in, Councillors Mike Peers, Patrick Heesom, Chris Dolphin, and Helen Brown, were invited to address the Committee first.

Councillor Mike Peers thanked the Chair and Committee and outlined the reasons for the call in, also referring back to the previous call in on green waste collection which had been held in January 2018.

He explained the concerns that the take up of green waste collection permits had decreased by 23% following the increase in the Council Tax. When the review of the first year of the service was carried out, the report contained incorrect figures: the number of permits sold was not 33,871. Breaking this down to 29,021 for single bin, 5,292 for second and 558 for third, this totalled to 39,279 permits. With the cost of £30 per permit, there had been a surplus in the first year meaning the increased charge was unnecessary. With the Council Tax increases it was unfair to add further cost to Flintshire residents.

Councillor Chris Dolphin raised a number of issues: - where the surplus money had been spent; that this was a bad deal for customers; that 140 litre bins were too small compared to those provided by other authorities and that the 6.6% rise or 16% if customers paid £35 was not reasonable. He reiterated that charges needed to be fair. He referred to 1.10 in the Cabinet report, which stated the increased charges may be seen as unfair and may impact on take up. This together with the increase in Council Tax had been evidenced by the 23% drop in take up.

Councillor Patrick Heesom commented that Members understood the Council's role to generate income but that this way was not appropriate. It needed to be fair and acceptable and commented the figures in the Cabinet reports indicated a surplus. This could appear to be a double taxation policy and the Income Generation Policy should be reconsidered. Whilst Members understood that the Council was



under funded and needed to look at other ways to raise income, this was not the right way, it had to be fair to all.

Councillor Helen Brown referred to the 1.07 in the January Cabinet report on the review of Green Waste Charges in Flintshire when the first year was reviewed. 33,871 permits were issued and there were no concerns with regard to rising costs yet 7 months later in the July report there were proposals to increase charges. It was difficult to understand the figures presented. Also in the report, it stated a reduction in the number of permits issued compared to year one. She asked where information on the surplus money was provided and said there was no justification for the increase.

### Responses from the decision makers

The Chief Executive welcomed the call in as a rigorous test of the policy and how it was to be applied. Corporate Resources had reviewed the policy and recommended it for adoption the previous month. He countered Councillor Peers' points on the increased charges being unnecessary and unjust by saying the service did not make a cost surplus. This was a discretionary service, which residents did not have to use. As the Council provided it, there should be full cost recovery – otherwise this discretionary service would still be subsidised by the tax payer. The increase in the annual charge was in line with inflation, and with permits still being bought during August and into the autumn, the final figure would be higher. He concluded by reminding the committee that the Council's charging policy had hitherto been inconsistent and not index linked, which was why the policy had been introduced.

The Environment Finance Manager explained that the figures contained in the document which had been circulated at the start of the meeting had been validated by Internal Audit colleagues. The total permits sold figure shown, 33,871 was accurate and had generated the £1,016,130 income. The figure provided for 2019/20 was up to 7<sup>th</sup> August and thus not a full year.

In response to the operating surplus question, the Chief Officer (Streetscene and Transportation) explained that the number of permits sold in 2018/19 had been greater than anticipated and that the surplus had been reinvested in Streetscene services. Following the review of year 1, clearer predictions could now be made. He explained that the current reduction in the number of permits was actually 8%, rather than the 23% stated. Whilst there had been a reduction in the number of permits sold, the vehicles would still have to go out every day with the same fuel costs and the Council still had to deal with the waste. The costs for providing the service had increased due to staff pay awards, fuel costs and insurances and taxes. These costs had not yet been met by the service charge. He referred to the January report saying there had not been a clear indication of the take up but in future it would be easier to predict. There were significant fixed costs attached to the service, for example vehicles.

The Fees and Charges Project Manager provided information on the work being carried out to establish all 'full costs' in order to provide Members with a complete picture of the income generated and the full costs and expenses involved.

The Leader commented that the green waste collection was a fantastic service and excellent value for money at £1.30 per collection which was convenient, taken straight from subscribers' homes.

Specifically addressing the questions put in the call in notice, the Chief Officer (Streetscene & Transportation) explained that there was a surplus in year 1 but not in year 2;

- the number of permits issued had now been clarified;
- the costs of delivering the service had been explained, which once index linked would be self-financing;
- the reduction in the number of permits was actually 8% not 23%;
- that this did not reduce the cost of delivering the service and that there was now an agreed incentive in place to encourage residents to pay early and online.

The Chair asked whether the incentive to pay online, with a £3 reduction could provide additional profit. The Chief Executive responded to say the service would not make a trading surplus with the service costs index linked. There had been a shift to digital transactions as telephone transaction costs were greater than online. The Project Manager clarified the difference was based on transaction costs being cheaper with telephone payments costing £2.83 per transaction and web transactions costing 11 p. She explained the different figure of £2.50 for telephone transactions which were dealt with at the call centre.

The Chief Officer outlined the work on direct overheads for Streetscene and understanding corporate overheads which was ongoing.

The Cabinet Member for Finance added the aim was for full cost recovery but it was accepted that some years would have a surplus and others would not. It would vary year on year.

The Chief Executive commented the Household Recycling Centre sites were still available for residents to take their green waste to at no additional cost.

Councillor David Evans asked whether the decrease in permits purchased this year meant fewer bins for collection, which if a downward trend would become unsustainable. He also asked whether it would be possible to recover the bins which were no longer being used and recycle them to be reissued.

The Chief Executive responded that there was no evidence that the costs directly impacted on the reduction of service and that permits were still being sold now so the figure could change. The introduction of Direct Debit payments would enable better forecasting but there was a need for a 3 or 4 year history to completely understand the trends. The Chief Officer added that demand was difficult to predict. Whilst changing collection days was not desirable, it was something that could be looked at if rounds finished consistently early. With regard to recovering unwanted bins, there was a cost to collecting them but some had been cleaned and used again.

The Cabinet Member for Streetscene and Countryside said some residents who didn't subscribe to the service used their green waste bins as storage for home composting.

Councillor Paul Shotton said that he understood why the initiators had disputed the figures. He referred to the recent workshop in Theatr Clwyd, where the Medium Term Financial Strategy and the implications on the delayed funding review from Westminster was discussed and that the Council had to make these difficult decisions. He said that he supported option 1.

Councillor Gladys Healey thanked the Chief Officer and Streetscene for the excellent work they do especially assisting the elderly and disabled residents in Flintshire with the service. She asked why larger bins could not be provided to alleviate having extra bins.

In response the Cabinet Member explained the rationale for the 140 litre bins. The Chief Officer said the weight of the larger bins and health and safety reasons were determining factors.

Councillor Peers referred to point 1.07 in the report and said it could be interpreted in two ways. He added the information on the rising costs of the service was missing from the report and was only provided today. On brown bin recycling costs, those unused bins should all be recovered and recycled. The information on the method of payment did not include running costs of service or the efficiencies that could be made with recouping full cost recovery an issue with the drop off in the number of permits purchased.

In response the Leader referred to 1.07 of the report and accepted these figures could be misunderstood and would ensure in future years they would be clearer. He was aware that some people now used their bin for composting but they could be collected if not required. For the future, fuel and pay increases would be incorporated into the calculations. Finally this was a discretionary service with HRC sites for those wishing to use them but there were over 30,000 who chose to use the service.

Councillor Ian Dunbar said there had been quite a debate on this and following the workshop last week all portfolios were at breaking point. He asked whether there was the alternative to this service and secondly had concerns at online payments with not everyone having access to a computer. He agreed with Councillor Shotton and seconded option 1.

The Cabinet Member confirmed the Connects Centres would be able to help and also there was the telephone option. The service was currently looking at direct debit payments which would automatically continue on an annual basis until stopped.

Councillor David Wisinger agreed if permits were still being purchased it was difficult to get an up to date figure. He referred to elderly people with large gardens who relied on this service. The cost compared to hiring a skip or going to the recycling centre was value for money.

Councillor Arnold Woolley commented most of the questions had already been asked. He said that if the initiators had been provided with the additional information previously, this meeting may not have been necessary. He asked whether other Members were aware of the figures.

The Chief Executive responded that the full cost figures had been provided: Councillor Carolyn Thomas added that these figures had been audited. The Chief Executive went on to explain that service would be continuing and that the £33,871 quoted throughout was correct. The full cost of provision £977,000 in 2019/20. Whilst it was accepted fuller information could have been put into the report this had now been provided and had been rigorously checked beforehand.

Councillor Woolley asked that this information be provided to Members who were not present. This was agreed. The Chief Executive reiterated his guidance that there were no discrepancies with the number of permits sold and that the costs of providing the service remained the same. The Leader acknowledged that there had been a difference in interpretation and that he could understand how that that confusion had arisen.

Councillor Heesom said this issue had been called in because of the evidence and that he was concerned about the Income Generation Policy. The evidence was a 10% reduction in the purchase of permits and asked if this continued was there control of this.

The Leader said use of the service was the customer's decision and if necessary the rounds would be looked at and collection days changed. This was a full cost recovery service and not subsidised. The Chief Executive said this was a small monetary increase.

Councillor Rosetta Dolphin commented that for those residents who could not go online the 16% increase was a big difference. She thought that there was a cost to go to the Connects Centre and asked how many people go online and how many visit the Connects Centres. In response the Chief Executive said 66% had paid online with the remainder from the Connects Centres and by telephone. The staff at the Connects Centre assisted people and there was no charge for this. What was being proposed was an early discount for payment before 1<sup>st</sup> March for online and telephone applications. The Cabinet Member said the recycling calendars would include a reminder leaflet for the green waste service.

Councillor Mike Peers thanked the Chair and said this was not a criticism of the service which he used himself; it was concerning the additional costs on top of the increase in Council Tax. He felt the take up could suffer if prices increased and that the figures to support this were not included within the report. An old bin recycling scheme should be introduced to provide an efficiency. It would be appreciated if clear and concise figures could be provided in future.

The Leader agreed the call in was justified and agreed with the comments made. He acknowledged that the demand may drop off and that the figures in the previous report could be misinterpreted. He was pleased with the debate and conciliation across the Council Chamber. He reiterated that this was an excellent

service which the public did not have to use. The Chief Officer had confirmed that the service would be reviewed if and when necessary. If customers pay early either online, by telephone or via the Connects Office the increase would be £2.

Option 1 was moved by Councillor Shotton and seconded by Councillor Dunbar. A vote followed with 7 in favour, 6 against, and an abstention from Councillor Chris Dolphin.

**RESOLVED:**

That the Committee is satisfied with the explanations which it has received, and that the decision be now implemented.

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

There were one member of the public and one member of the press in attendance.

(The meeting started at 11.30 am and ended at 1.42 pm.)

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**Chairman**

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 4



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	19 <sup>th</sup> September 2018
<b>Report Subject</b>	Action Tracking
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them. The majority of the requested actions have been completed. Any outstanding will be reported back to the next monthly meeting.

### RECOMMENDATIONS

1	That the committee notes the progress which has been made.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE ACTION TRACKING REPORT</b>
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix A.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	In some cases, action owners have been contacted to provide an update on their actions.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Not applicable.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – CRO&SC Action Points

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Minutes of previous meetings of the committee as identified in the report.</p> <p><b>Contact Officer:</b> Robert Robins, Democratic Services Manager  <b>Telephone:</b> 01352 702320  <b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.



Action Tracking Appendix for July 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	When available
11.04.19	5. Forward Work Programme	4. To discuss with OSC Chairs the approach to scrutinising decisions on NWEAB Reserved Matters at a later stage. 5. To invite WLGA reps to a meeting with Members before the August recess.	Robert Robins	4 and 5 to be determined	End of July 2019
11.07.19	4. Action Tracking	Welsh Local Government Association (WLGA) representatives to be invited to a meeting in September.	Chief Executive/ Robert Robins	Discussion with WLGA	Autumn
11.07.19	5. Forward Work Programme	9.30 briefing session on amended RBM report format.  Appraisal update to be included in the Workforce & Employment  Appropriate officers to attend for RBM discussion on Social Care and Streetscene projected overspends	Gary Ferguson  Sharon Carney/ Andrew Adams  Robert Robins	As action required.	September meeting
11.07.19	6. Council Plan 2019/20 Part 2	Clarification on details required	Karen Armstrong	Details provided	Completed.
11.07.19	7. Fees and Charges	Details of costs involved in roundabouts and hiring Wepre and Buckley fields to be circulated.	Kelly Oldham-Jones	Details circulated to committee members 17.07.19	Completed.

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Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
11.07.19	8. MTFS and the work of the Cross-party Working Group on Local Government Finance	Wales Centre for Public policy report ' <i>At the tipping point? Welsh local government and austerity</i> ' to be circulated.	Robert Robins	Circulated to committee members and members of the cross-party working group 17.07.19	Completed.
11.07.19	9. Centrally held budgets and corporate finance	The officers to be thanked for providing the information		None: the relevant officers were present at the meeting.	Completed.
11.07.19	11. Interim Council fund Budget monitoring 2019/20	The committee is to pay particular attention to the causes of projected overspending in Social Care and Streetscene at the September meeting	Robert Robins	Cabinet members and Officers informed.	September meeting.

# Eitem ar gyfer y Rhaglen 5



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 19 <sup>th</sup> September 2019
<b>Report Subject</b>	Community Safety Partnership Annual Report
<b>Cabinet Member</b>	Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To provide Members with an overview of the Community Safety Partnership's activities and progress over the past 12 months.

### RECOMMENDATIONS

1	To note and support the contents of the report.
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## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND OF THE FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP</b>
1.01	The Flintshire Community Safety Partnership is required to formally report to this Committee on an annual basis to provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police and Criminal Justice Act 2006.
1.02	Flintshire County Council has a statutory duty under the Crime and Disorder Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service as a Community Safety Partnership.
1.03	There has been a partnership in existence in Flintshire since 1999. The Partnership is supported by a small team of local authority and police officers who work on shared priorities, alongside the Neighbourhood Wardens.
1.04	In recent years the drive to rationalise the cost and bureaucracy of partnerships has led to significant changes in the Flintshire Community Safety Partnership's governance structure. The Partnership now sits under the auspices of the Public Service Board (PSB), and discharges its duties through the work of the People are Safe Board which is a specialist board comprised of all the statutory partners.
1.05	The work of the board is underpinned through the implementation of a local delivery plan. It reports quarterly on performance and progress to the PSB. The Plan also reflects the recommendations contained within the regional Strategic Assessment (produced by North Wales Police), and takes into account the Police and Crime Plan and the work of the Substance Misuse Area Planning Board.
1.06	The Community Safety Partnership also acknowledges the need to work regionally, as the issues and themes our communities encounter often transcend geographic boundaries. Flintshire County Council has taken a leading role in the Safer Communities Board since its inception in 2012. Common regional issues such as counter terrorism, re-offending, and hidden crimes (as identified in the Strategic Assessment) are most effectively addressed with a common approach. The Board also takes forward the priorities that the Police and Crime Commissioner identifies in the annual Police and Crime Plan.
1.07	<p>Outlined below are Flintshire's priorities for 2019/20:</p> <p><b><u>Priority 1: Violence Against Women, Domestic Abuse and Sexual Violence</u></b></p> <p><b>Impact</b></p>

1. People's confidence to report appropriately to partners in the public domain is increased.
2. Recognition of the signs and symptoms of domestic abuse and sexual violence by public and voluntary sector agencies.
3. Improved response from public services to Domestic Abuse and Sexual Violence should realise an increase in reporting, as individuals will be more confident coming forward.
4. High risk cases of domestic abuse are dealt with effectively, and a reduction in the repeat victimisation achieved.
5. Better sharing of intelligence across partner agencies.

**Specific actions in 2019/20 to support this priority:**

- Effective engagement of partners with the MARAC process.
- Promote Level 1 of Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence e-learning module across public sector agencies within the county. This will improve officer awareness of this area, and enable them to respond appropriately and increase public confidence in reporting.
- Work with the Domestic Abuse and Sexual Violence Regional Advisor to roll out Levels 2 and 3 of the National Training Framework
- Monitor and progress the actions identified within completed Domestic Homicide Review (DHR), and undertake second review.
- Target Neighbourhood Warden resources to help support victims of crime, domestic abuse, ASB and the most vulnerable members of our communities.

**Priority 2: Protecting Vulnerable Adults**

**Impact**

1. Vulnerable people prevented from becoming victims of crime.
2. Substance misuse tackled collaboratively on a local and regional level.
3. Better sharing of intelligence across partner agencies.
4. Increased partnership action to tackle Organised Crime Gangs.
5. Recognition of signs and symptoms of Modern Day Slavery and increased partnership action to tackle.

**Specific actions in 2019/20 to support this priority:**

- Promote a better understanding of the work around 'County Lines' to enable officers to refer information and / or intelligence to the appropriate agencies.
- Effective use of powers under the ASB, Crime and Police Act 2014 including orders on conviction.
- Effective use of powers under The Modern Slavery Act 2015 including orders on conviction and civil orders for trafficking
- Promote and support the most vulnerable in our communities through the work of the VARM (Vulnerability And Risk Management) Group.

- Make best use of multi-agency intelligence to identify and protect victims of crime and anti-social behaviour through the CDRP Group process
- Enhance intelligence gathering opportunities by continued awareness raising internally and with partners through the Modern Day Slavery Unit
- Promote training around Modern Day Slavery
- Build upon the roll out of the Early Action Together Programme (EATP) in Flintshire, ensure learning is implemented from ACE TIME training and contribute to performance management information to ensure this is achieved

### **Priority 3: Protecting Vulnerable Young People**

#### **Impact**

1. Awareness of the impacts of Adverse Childhood Experiences (ACEs) amongst partners.
2. Earlier intervention in recognition of the above.
3. Partnership action to tackle Child Sexual Exploitation.
4. Vulnerable young people prevented from becoming victims of crime.

#### **Specific actions in 2019/20 to support this priority:**

- Focus on education and awareness raising of child criminal exploitation
- Focus on partnership working through the Onyx Team and local Safer Neighbourhood Teams (SNT's)
- Identify, deter and support young people who are at risk of entering the criminal justice system.
- Build upon the roll out of the Early Action Together Programme (EATP) in Flintshire, ensure learning is implemented from ACE TIME training and contribute to performance management information to ensure this is achieved

### **Priority 4: Protecting Our Communities**

#### **Impact**

1. Respond appropriately to intelligence gathered from our communities.
2. Identify and deter those individuals who could cause our communities the most harm.

#### **Specific actions in 2019/20 to support this priority:**

- Work with our most prolific offenders to reduce re-offending
- Review governance arrangements around the statutory Prevent duty as defined by The Counter-Terrorism and Security Act 2015

	<ul style="list-style-type: none"> <li>• Understand and share recommendations emanating from the County Lines review</li> <li>• Flintshire County Council Housing Department to review their approach to addressing anti-social behaviour</li> <li>• Review how partners respond to the community trigger process and other powers arising from the Anti-Social Behaviour, Crime and Policing Act 2014</li> </ul>
1.08	<p>Some of the key activities undertaken over the past 12 months have been as follows:</p> <ul style="list-style-type: none"> <li>• Commission second Domestic Homicide Review</li> <li>• Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings.</li> <li>• Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level.</li> <li>• Implementation of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework.</li> <li>• Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most harm (prolific offenders) and addressing their re-offending behaviour.</li> <li>• Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan.</li> <li>• Progress multi-agency knife crime initiatives</li> <li>• Participate in regional County Lines Needs Assessment</li> <li>• Promote and support enhanced substance misuse outreach work</li> </ul>
1.09	<p>The work that this undertaken locally is influenced and directed by regional trends and priorities. In recent years the North Wales Safer Communities Board has facilitated greater consistency of approach in terms of strategic and tactical working across the region.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None as a result of this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	North Wales Safer Communities Board Plan, 2017-2021

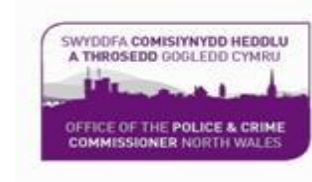
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sian Jones, Community and Business Protection Manager  <b>Telephone:</b> 01352 702132  <b>E-mail:</b> sian-jones@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b><u>MARAC (Multi Agency Risk Assessment Conference)</u></b></p> <p>A MARAC, or multi-agency risk assessment conference, is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs) and other specialists from the statutory and voluntary sectors.</p> <p>After sharing all relevant information about a victim, representatives discuss options for increasing safety for the victim and turn these options into a co-ordinated action plan. The primary focus of the MARAC is to safeguard the adult victim.</p>
7.02	<p><b><u>National Training Framework</u></b></p> <p>The National Training Framework for violence against women, domestic abuse and sexual violence outlines the Welsh Government's requirements for training on these subjects across the public service and specialist third sector.</p> <p>The Framework is made up of six levels. Officers employed by the 'responsible authorities' (as defined by statute) will be required to undertake training in relation to domestic abuse and sexual violence.</p>
7.03	<p><b><u>Public Services Board (PSB)</u></b></p> <p>The Well-being of Future Generations (Wales) Act 2015 established statutory PSBs, which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p> <ul style="list-style-type: none"> <li>• assess the state of economic, social, environmental and cultural well-being in its area</li> <li>• set objectives that are designed to maximise the PSBs contribution to the well-being goals.</li> </ul> <p>Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state:</p>



	<ul style="list-style-type: none"> <li>• why the PSB feels their objectives will contribute within their local area to achieving the well-being goals</li> <li>• how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take.</li> </ul>
7.04	<p><b><u>Safer Communities Board (SCB)</u></b></p> <p>The aim of the Safer Communities Board (SCB) is to provide strategic direction for the exercise of the Community Safety and Youth Justice functions across the region. The SCB promotes consistency of policy objectives, and the shared use of expertise and resources across the region.</p> <p>The objectives of the SCB include:-</p> <ul style="list-style-type: none"> <li>• Reducing bureaucracy and formality through streamlining strategic and operational functions.</li> <li>• Identifying shared and/or common priorities</li> <li>• Acting as a lobbying group to influence the Welsh Government, Home Office and Local Policing Body.</li> <li>• Establishing a common and consistent framework for strategic, tactical and operational delivery at regional, sub-regional and local levels.</li> <li>• Facilitating and encouraging regional working in the interests of public value.</li> </ul> <p>Providing a more efficient and consistent service in contributing to reducing crime and disorder and improving the criminal justice services in North Wales.</p>
7.05	<p><b><u>County Lines</u></b></p> <p>A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK.</p>
7.06	<p><b><u>Onyx Team</u></b></p> <p>A specialist team tackling Child Sexual Exploitation.</p>

Mae'r dudalen hon yn wag yn bwrpasol



# North Wales Safer Communities Board (NWSCB) Plan, 2017 - 2021



Gwasanaeth Prawf Cenedlaethol National Probation Service



Gwasanaeth Tân ac Achub Fire and Rescue Service



Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board



## Foreword

The aim of the North Wales Safer Communities Board is to **make North Wales a safe place**.

The role of the Safer Communities Board members is to work in partnership to achieve that aim.

In developing this plan, we have worked alongside the Police and Crime Commissioner to ensure that the Police and Crime Commissioner's strategic outcomes are embedded within the plan.

Our plan has clear priorities which have been informed by a North Wales strategic assessment undertaken in November 2016 and the local community safety partnerships across the 6 counties of North Wales. It is vital that we maintain the links with local communities to enable us to understand and respond differently to crime and anti-social behaviour, which is often not confined to administrative boundaries. By learning from each other's experiences, identifying good practice and understanding what works and doesn't work we are better able to deliver successful outcomes and remove obstacles.



**Cllr Hugh Jones JP**  
**Chair, North Wales Safer Communities Board**

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## What is the North Wales Safer Communities Board?

The North Wales Safer Communities Board was established in July 2012 and our work is already influencing how the region's public organisations strategically tackle crime and disorder.

We are a partnership of senior leaders and elected members from North Wales' public organisations, established to tackle crime and disorder<sup>1</sup>. The following organisations are represented:

- Anglesey County Council
- Betsi Cadwaladr University Health Board
- Community Rehabilitation Company
- Conwy County Borough Council
- Cyngor Gwynedd
- Denbighshire County Council
- Flintshire County Council
- Medrwn Mon (on behalf of Welsh Council for Voluntary Action)
- National Probation Service
- North Wales Fire and Rescue Service
- North Wales Police
- Office of the Police and Crime Commissioner
- Welsh Government
- Wrexham County Borough Council

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<sup>1</sup> As defined by the Crime and Disorder Act 1998

## **Introduction to our North Wales Safer Communities Board Plan**

This North Wales Safer Communities Board Plan outlines how we will focus our work over the next 4 years, and specifically the next 12 months, by working in partnership to prevent and tackle crime and disorder. It sets out how the Board has prioritised its areas of work, and summarises the main outcomes, priorities, and indicators.

This is the delivery document for the Police and Crime Plan and sets out: (1) what the Board will do and; (2) what the Board expects local Community Safety Partnerships (CSPs) to focus on. These are all based on the need identified in the 'strategic assessment', which is the evidence base for the Police and Crime Plan. However it should be noted that the statutory responsibilities to discharge the relevant sections of the Crime and Disorder Act 1998 continue to sit with local CSPs.

### **Our shared values**

1. Working together to keep people safe by enabling the best services we can
2. Working collectively to put our communities first
3. Supporting the most vulnerable in our communities
4. Seeking to minimise the effects of reducing resources on front line services
5. Developing new ways of working in partnership
6. Delivering on our promises

### **The Statutory Framework**

Section 6 of the Crime and Disorder Act 1998 as amended by the Police Reform and Social Responsibility Act 2011, requires responsible authorities to work in partnership to implement strategies that:

- Reduce crime and disorder in the area
- Combat substance misuse in the area; and
- Reduce reoffending

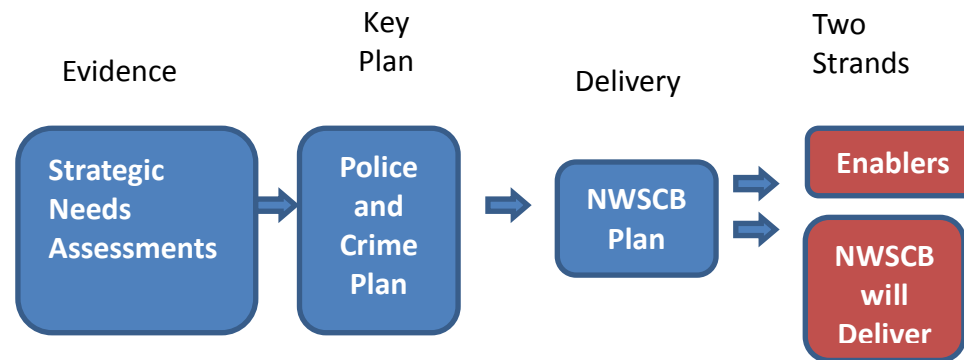
In drawing up those strategies, responsible authorities are required by the 2011 Act to have regard to the police and crime objectives of the Police and Crime Commissioner for North Wales.

The Police and Crime Commissioner's objectives are:

- Domestic abuse
- Modern slavery
- Organised crime
- Sexual abuse (including Child Sexual Exploitation, CSE)
- Delivering safer neighbourhoods

### What does the evidence tell us?

In working together we use evidence from "strategic needs assessments" to provide a needs basis in order to determine where we should focus our finite resources. The same strategic needs assessments provide the evidential basis for the Police and Crime Plan.





## The Strategic Needs Assessment

A strategic needs assessment was undertaken by North Wales Police in November 2016 with the objective of evaluating strategic crime and disorder issues impacting on the communities of North Wales.

A risk assessment matrix designed by the College of Policing was used to assess areas of crime and disorder. The matrix assesses each thematic area by identifying:

- The nature and degree of harm
- The likelihood of the impact occurring
- The level of risk posed after mitigation has been considered.

The areas that were identified as high and medium threat were recommended in the strategic needs assessment as priorities. These were identified for North Wales as:

Thematic Area	Risk
Domestic Violence	High
Modern Slavery	High
Child Sexual Exploitation (CSE) Contact Offending	High
Child Sexual Exploitation (CSE) Online indecent images of children	Medium
Organised Class A drug supply	Medium
Cyber dependent crime	Medium
Drug Driving	Medium
Hate Crime	Medium
Rape	Medium
Domestic Burglary	Medium

**The North Wales Safer Communities Board focus**

Based on the information in the North Wales strategic assessment, the Police and Crime Commissioners Plan and the local Community Safety Partnership knowledge the table below outlines the work that the NW SCB will oversee:

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	NWSCB Focus	Actions	Milestones	Success	Lead Officer
<b>1</b>	<b>PCC Objective: Domestic Abuse</b>				
<b>1.1</b>	Regionalised DA service established and embedded across North Wales	Work with Welsh Government and the North Wales regional DAC Manager to implement the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015	<ul style="list-style-type: none"> <li>▪ Regional Domestic Abuse service (strategic and operational) in place for April 2018 agreed by all partners.</li> <li>▪ Clarity of local and regional roles agreed and communicated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase the confidence of victims to report domestic abuse and sexual violence</li> </ul>	Colin Everett
<b>2</b>	<b>PCC Objective: Modern Slavery</b>				
<b>2.1</b>	Develop our services to better understand and act against Modern Slavery	<ul style="list-style-type: none"> <li>▪ Develop a multi-agency approach to awareness raising, victim care, prevention and investigation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of referrals are received by the relevant agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased awareness of modern slavery</li> <li>▪ Protection of high risk victims of modern slavery</li> </ul>	Annwen Morgan
<b>3</b>	<b>PCC Objective: Organised Crime</b>				
<b>3.1</b>	Technology enabled crime	<ul style="list-style-type: none"> <li>▪ Guidance to safeguard against technology enabled crime is produced</li> </ul>	<ul style="list-style-type: none"> <li>▪ Providing education and information on the prevention of cyber crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Protect the most vulnerable from cyber crime</li> <li>▪ An increased</li> </ul>	Mark Polin

				awareness of technology enabled crime	
3.2	Drugs and Alcohol	<ul style="list-style-type: none"> <li>Support and hold to account the APB to implement the WG substance misuse strategy</li> </ul>	<ul style="list-style-type: none"> <li>Delivering on the APB's commissioning priorities</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the impact of substance misuse on our communities</li> </ul>	Lee Robinson
3.3	Counter Terrorism	<ul style="list-style-type: none"> <li>Agree guidance on how the Counter Terrorism and Security Act 2015 will be delivered</li> </ul>	<ul style="list-style-type: none"> <li>CONTEST Board and Channel Panels operating effectively</li> <li>An increase in the number of front line staff in NWSCB partners agencies who have been appropriately trained in Prevent</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the risk of a terrorist attack in the region</li> <li>Vulnerable people are safeguarded from the involvement in violent extremism</li> </ul>	Iwan Davies
4	<b>PCC Objective: Sexual Abuse (including Child Sexual Exploitation, CSE)</b>				
4.1	Child Sexual Exploitation	<ul style="list-style-type: none"> <li>Share intelligence amongst partners to understand the risks</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a prevention strategy monitored through NW Safeguarding Board</li> </ul>	<ul style="list-style-type: none"> <li>Protection of young people from CSE</li> <li>To deter and breakup perpetrator networks</li> </ul>	Mark Polin
5	<b>PCC Objective: Delivering Safer Neighbourhoods</b>				
5.1	Community Tension Monitoring	<ul style="list-style-type: none"> <li>Embed effective partnership community tension monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Local partnerships agree arrangements for community tension monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Community tensions are identified and addressed at an early stage</li> </ul>	Annwen Morgan

		processes	<ul style="list-style-type: none"> <li>Local Authorities maintain a strategic overview of potential community tensions to inform local decision making</li> </ul>		
5.2	Hate Crime	<ul style="list-style-type: none"> <li>Embed “Tackling Hate Crimes and Incidents: A framework for action”<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>Front line services increase their understanding of Hate crime and support an increase in reporting</li> </ul>	<ul style="list-style-type: none"> <li>An increase in Hate Crime reporting</li> <li>Victims of Hate Crime receive appropriate support</li> </ul>	Annwen Morgan
5.3	Supporting families	<ul style="list-style-type: none"> <li>Identify and support vulnerable families who exhibit challenging behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Implement preventative action plan to support vulnerable families</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in demand on frontline services</li> <li>Reduction in crime and disorder rates</li> </ul>	Lee Robinson
5.4	Reduce Reoffending	<ul style="list-style-type: none"> <li>Minimise gaps in service provision for those at risk of offending</li> </ul>	<ul style="list-style-type: none"> <li>Support the delivery of the All Wales Reducing Reoffending Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in re-offending rates</li> </ul>	Andy Jones
5.5	Youth Justice	<ul style="list-style-type: none"> <li>Improve collaborative working across the region</li> <li>Review the Youth Justice structures in light of reduced funding</li> </ul>	<ul style="list-style-type: none"> <li>Adopt regional YJ plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in young people entering the criminal justice system</li> <li>Prevent those in the criminal system from custodial sentencing</li> <li>For young offenders</li> </ul>	Colin Everett / Youth Justice Board Chairs

<sup>2</sup> Welsh Government Tackling Hate Crimes and Incidents: A Framework for Action [2014]

				to have fulfilling life plans which help them avoid re-offending in the future	
	Migration changes	<ul style="list-style-type: none"> <li>The migration toolkit identifies migration patterns and the implications for community safety</li> </ul>	<ul style="list-style-type: none"> <li>Relevant information is shared in a timely and appropriate way</li> </ul>	<ul style="list-style-type: none"> <li>The impacts of demographic change on the community safety agenda are understood and addressed</li> </ul>	To be agreed
<b>6</b>	<b>Governance of the NWSCB</b>				
<b>6.1</b>	Ensure our work is evidence based	<ul style="list-style-type: none"> <li>Enhance the research and analysis processes across partners.</li> </ul>	<ul style="list-style-type: none"> <li>The NW SCB and each CSP will sign off a data sharing protocol</li> <li>Consolidate Needs Assessments to support resource allocation and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Information is shared in a timely and appropriate way</li> <li>A proposal and timetable for consolidating the needs assessments in 2018 is drafted.</li> </ul>	Mark Polin
<b>6.2</b>	Commissioning Review	<ul style="list-style-type: none"> <li>Review of Commissioning of OPPC and APB</li> </ul>	<ul style="list-style-type: none"> <li>More efficient and more focused regional, sub regional and local community safety activity</li> </ul>	<ul style="list-style-type: none"> <li>Best use is made of resources and expertise</li> </ul>	Lee Robinson
<b>6.3</b>	Reporting mechanism	<ul style="list-style-type: none"> <li>NW SCB hold local CSPs, the Channel Panel and Modern</li> </ul>	<ul style="list-style-type: none"> <li>Share good practice and expertise to improve</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in levels of crime and disorder</li> </ul>	Cllr Hugh Jones

		Slavery delivery group to account	performance		
6.4	External audit	<ul style="list-style-type: none"> <li>▪ Implement the relevant findings from the WAO review of community safety</li> <li>▪ Participate in the Welsh Government review of community safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that the NWSCB reflects good practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partners participate in the NWSCB appropriately</li> </ul>	Cllr Hugh Jones

#### The 6 North Wales local Community Safety Partnership's (CSPs) focus

This document outlines the plans to ensure we are working together to **make North Wales a safe place**.

The document should also act as a framework for the individual CSPs across North Wales to develop a local delivery plan that meets the objectives of the PCC, supports the evidence in the North Wales Police strategic assessment and meets the needs of the CSP at a local level.

# Eitem ar gyfer y Rhaglen 6



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 19 <sup>th</sup> September, 2019
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Democratic Services Manager, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Robert Robins Democratic Services Manager</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>



<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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.

Mae'r dudalen hon yn wag yn bwrpasol

## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2019/20

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM
Thursday 17 <sup>th</sup> October 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Asset Management Plan	Review	Neal Cockerton
	Theatr Clwyd		Chief Executive
	Future of County Hall		Neal Cockerton
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
	Welsh Language Annual Monitoring Report	Monitoring	Fiona Mocko
Thursday 14 <sup>th</sup> November 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Q2 Monitoring Report	Monitoring	Karen Armstrong
	Employment & Workforce Quarterly Update	Monitoring	Andrew Adams
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
	Complaints and Case handling Update	Monitoring	Rebecca Jones

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## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2019/20

Fudalen 52	Thursday 12th December 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
		Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
	Thursday 16th January 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
		Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
	Thursday 13th February 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
		Council Plan Q3 Monitoring Report	Monitoring	Karen Armstrong
		Employment & Workforce Quarterly Update	Monitoring	Andrew Adams
		Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
	Thursday 12th March 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
		Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham

# Eitem ar gyfer y Rhaglen 7



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 19 <sup>th</sup> September, 2019
<b>Report Subject</b>	Year-end Council Plan Monitoring Report 2018/19
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2018/23 was adopted by the Council in June 2018. This report presents the monitoring of progress at the end 2018/19.

This monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as having made good progress, and 89% on track to achieve the desired outcome. Performance indicators show good progress with 70% on target, 20% are being monitored and 10% off track. Risks are also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or insignificant (11%).

### Recommendations

1	To review and report any areas for further review to Cabinet
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## REPORT DETAILS

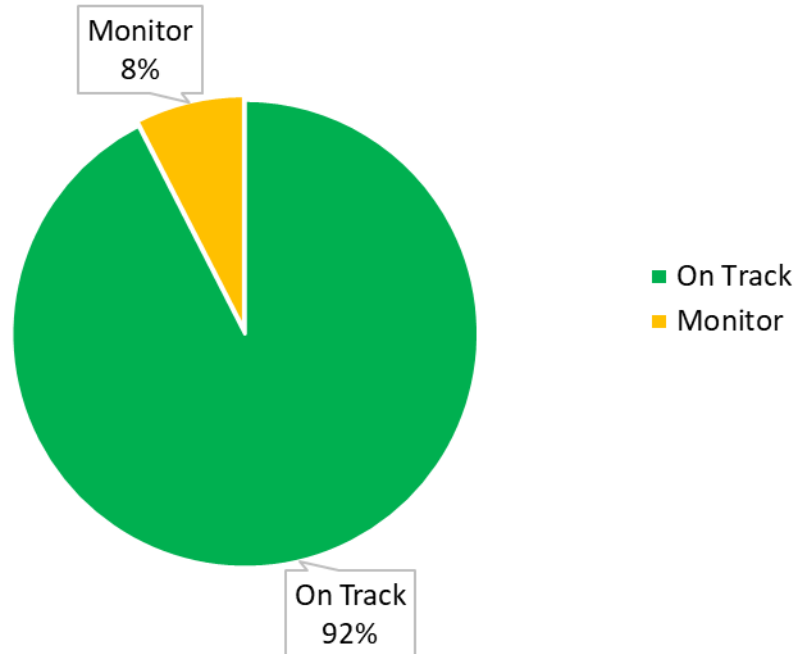
1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports give an explanation of the progress that has been made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members have also received respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	<p><b>Monitoring our Activities</b></p> <p><u>ACTIVITIES PROGRESS</u></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"><li>• RED: Limited Progress – delay in scheduled activity; not on track</li><li>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li><li>• GREEN: Good Progress – activities completed on schedule, on track</li></ul> <p><u>ACTIVITIES OUTCOME</u></p> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"><li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li><li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li><li>• GREEN: High – full confidence in the achievement of the outcome(s)</li></ul>

1.05

In summary our overall progress against the high level activities is: -

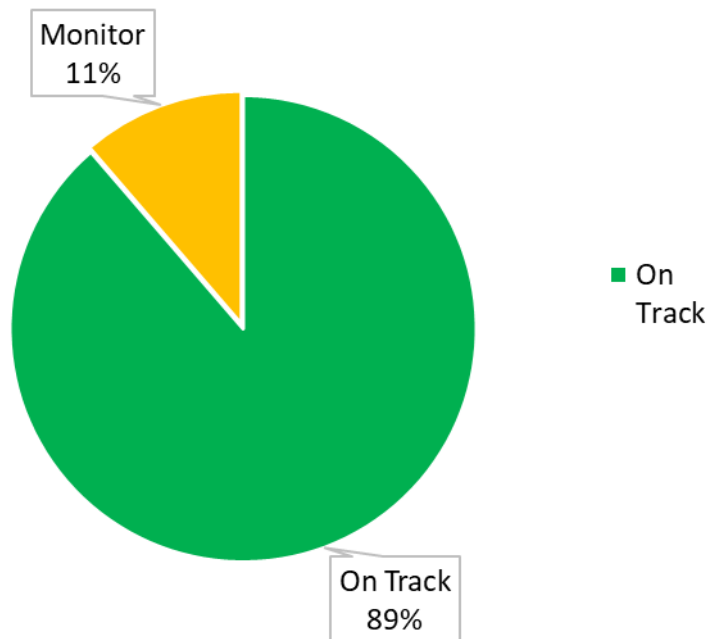
ACTIVITIES PROGRESS:

Action Progress RAG Status



ACTIVITIES OUTCOME:

Action Outcome RAG Status



No activities have been assessed as 'red' for progress or outcome.

1.06	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>								
1.07	<p>Analysis of current levels of performance against the end of year target shows the following: -</p> <p style="text-align: center;"><b>Performance RAG Status</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Performance RAG Status Data</caption> <thead> <tr> <th>RAG Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On Track</td> <td>70%</td> </tr> <tr> <td>Monitor</td> <td>20%</td> </tr> <tr> <td>Off Track</td> <td>10%</td> </tr> </tbody> </table>	RAG Status	Percentage	On Track	70%	Monitor	20%	Off Track	10%
RAG Status	Percentage								
On Track	70%								
Monitor	20%								
Off Track	10%								
1.08	<p>The 8 performance indicators which showed a red RAG status for overall performance against target for the year are:</p> <p><b>Priority: Supportive Council</b></p> <p><b>The numbers of additional Council homes being built through the SHARP programme</b>  Target: 99 homes; end of year performance: 57</p> <p>During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi - Penyffordd, Maes Gwern - Mold and Dobshell. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely likely to start until early in 2019/20.</p> <p><b>Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)</b>  Target: 247 days; end of year performance: 299.76</p>								



A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.

A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs.

In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:

3 adaptations delivered in quarter 1 were 2017/18 legacy cases and averaged 393 days

4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.

**The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers**

Target: 5 care homes; end of year performance: 0

14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.

**Number of people kept in hospital while waiting for social care per 1,000 population aged 75+**

Target: 1.89 per thousand people; end of year performance: 2.94

Although performance has dipped this year, the rate of delays is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.

**Priority: Learning Council**

**The percentage of attendance across the portfolio PRU (Pupil Referral Unit)**

Target: 72%; end of year performance: 67.4%

Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.

**Number of new pupils engaging with the TRAC programme**

Target: 120 pupils; end of year performance: 102

Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19.

**Priority: Serving Council**

**The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence**

Target: 8.5 days; end of year performance: 10.49

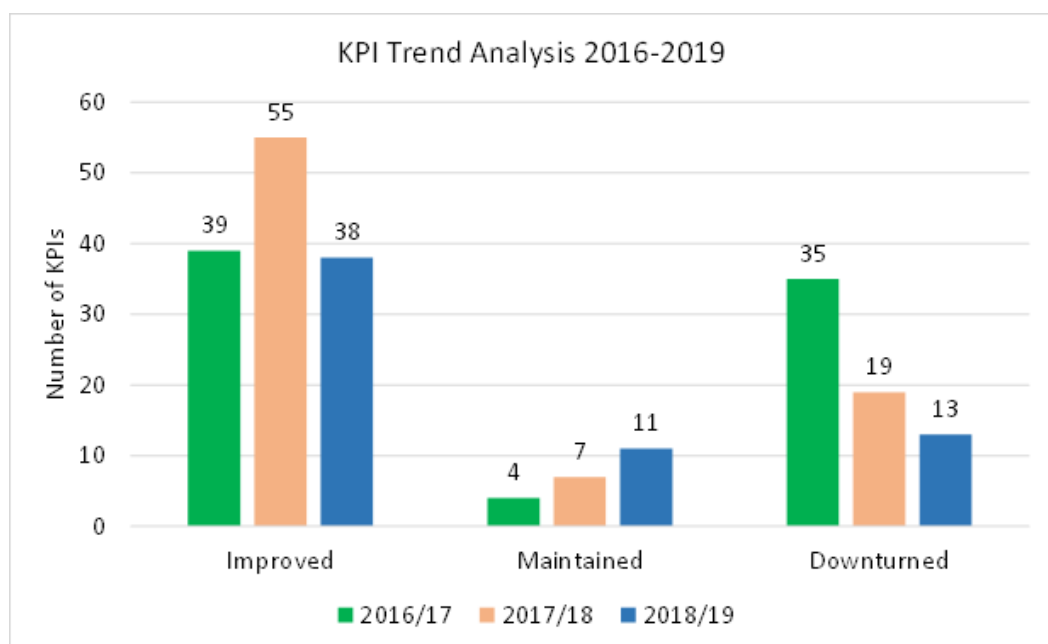
The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales.

**Percentage of eligible employees receiving an annual appraisal**

Target: 100%; end of year performance:74.04%

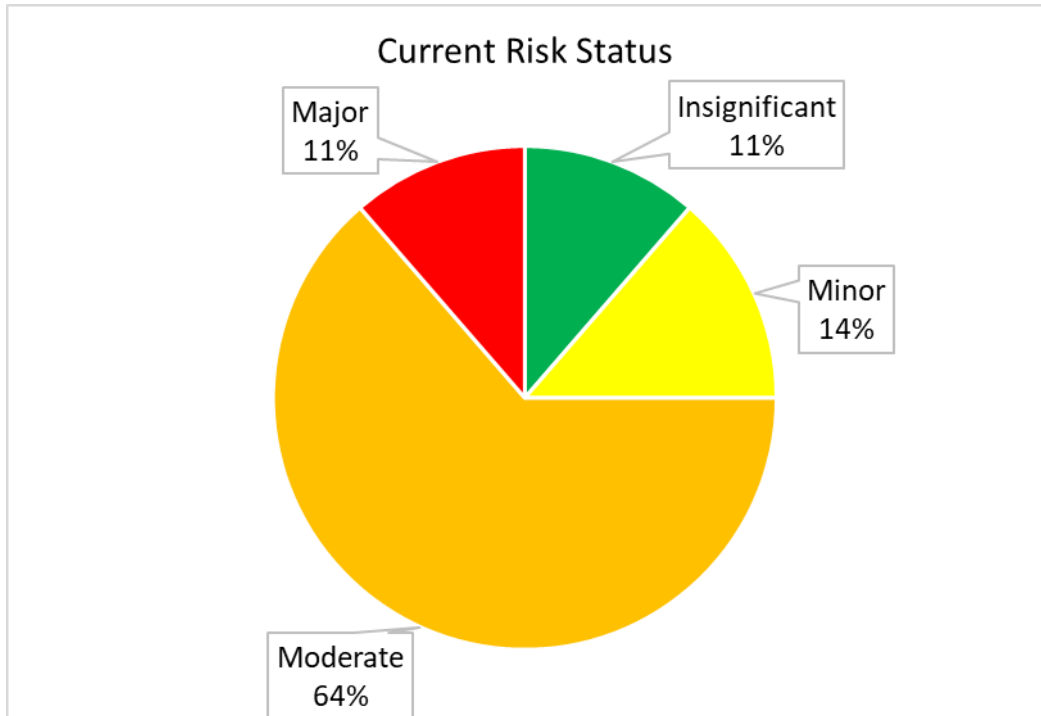
The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20.

1.09 Analysis of KPI trend over the period of three years 2016-2019 shows that we have been able to maintain performance in a higher number of KPIs during 2018/19 than in previous years. We have also reduced the amount of KPIs which have downturned over the last 3 years from 35 to 13.

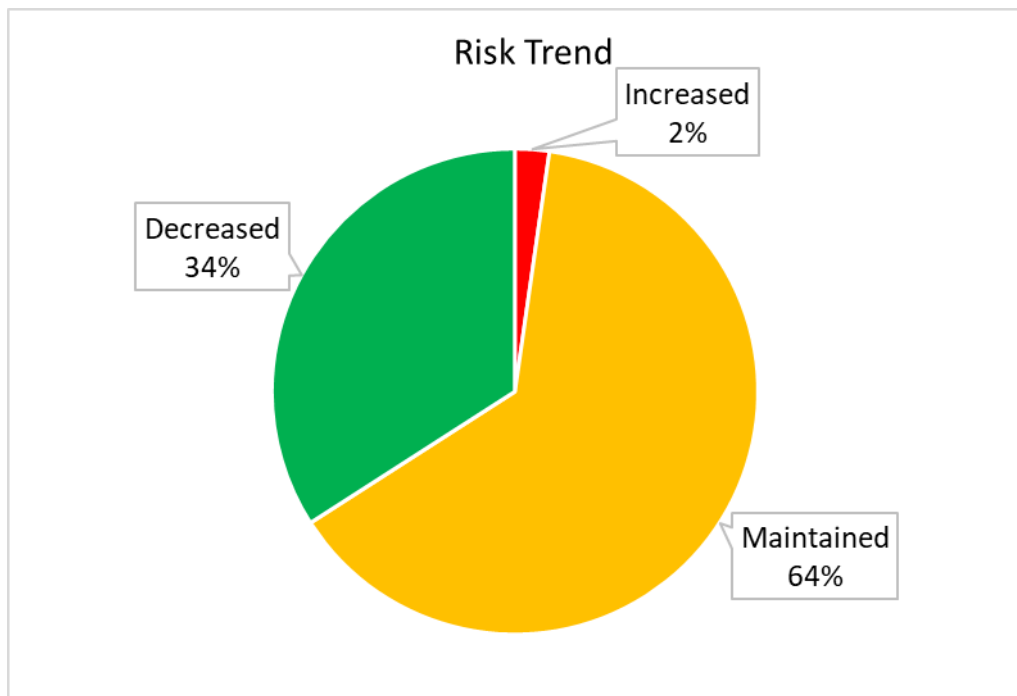


1.10 All performance indicators which show a red RAG status against target will continue to be monitored in-year. Similarly those with a downward trend will be reviewed to ascertain if performance can be improved in-year.

1.11 **Monitoring our Risks**  
Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:



Analysis of the current direction of travel in significance of the strategic risks identified in the Council Plan is as follows:



1.12

The 5 major (red) risks are: -

**Priority: Supportive Council**

**Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax**

Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobyssoft Rent Sense solution in June 2019 will allow the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of UC full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

**Risk: Demand outstrips supply for residential and nursing home care bed availability.**

The expansion of Marleyfield House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing.

**Priority: Learning Council**

**Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.**

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

	<p><b>Priority: Green Council</b>  <b>Risk: Funding will not be secured for priority flood alleviation schemes.</b>  Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20 000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.</p> <p><b>Priority: Serving Council</b>  <b>Risk: The scale of the financial challenge</b>  Council considered the final stage 3 of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.</p>
1.13	<p>One risk through the year has increased from Amber to Red:</p> <p><b>Priority: Supportive Council</b>  <b>Risk: Demand outstrips supply for residential and nursing home care bed availability.</b></p> <p>Latest comments for the risk can be found above in section 1.12</p>
1.14	<p>All risks which show a red RAG status or have increased in significance will continue to be monitored in-year.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Year-end Council Plan Monitoring Report 2018/19.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.12 above.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Council Plan 2018/19:</b> <a href="https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/COUNCIL-PLAN-2018-23-Final-English.pdf">https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/COUNCIL-PLAN-2018-23-Final-English.pdf</a></p> <p><b>Contact Officer:</b> Jay Davies Strategic Performance Advisor</p> <p><b>Telephone:</b> 01352 702744</p> <p><b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>																																													
7.01	<b>Council Plan:</b> 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 a Council Plan.																																													
7.02	<b>Risks:</b> These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.																																													
7.03	<p><b>Risk Likelihood and Impact Matrix</b></p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td colspan="2"></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood &amp; Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)	Likelihood & Percentage of risk happening							
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
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Likelihood & Percentage of risk happening																																														

	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.
7.04	<b>CAMMS – An explanation of the report headings</b>
	<p><b>Actions</b></p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p><b>Measures (Key Performance Indicators - KPIs)</b></p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> <li>• A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).</li> <li>• Similarly an ‘upward arrow’ always indicates improved performance.</li> </ul> <p><u>YTD Actual</u> – The data for the year so far including previous quarters.</p> <p><u>YTD Target</u> – The target for the year so far including the targets of previous quarters.</p> <p><u>Outcome RAG</u> – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).</p>

	<p><b>Risks</b></p> <p><u>Risk Title</u> – Gives a description of the risk.</p> <p><u>Lead Officer</u> – The person responsible for managing the risk.</p> <p><u>Supporting Officer</u> – The person responsible for updating the risk.</p> <p><u>Initial Risk Rating</u> – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).</p> <p><u>Current Risk Rating</u> – The level of the risk at this quarter.</p> <p><u>Trend Arrow</u> – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).</p> <p><u>Risk Status</u> – This will either show as ‘open’ or ‘closed’. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.</p>
7.05	<p><b>TRAC</b></p> <p>TRAC 11-24 Project – Using a range of interventions, a project to support young people aged 11-24 disengaging with education and at risk of becoming not in education, employment and training.</p>





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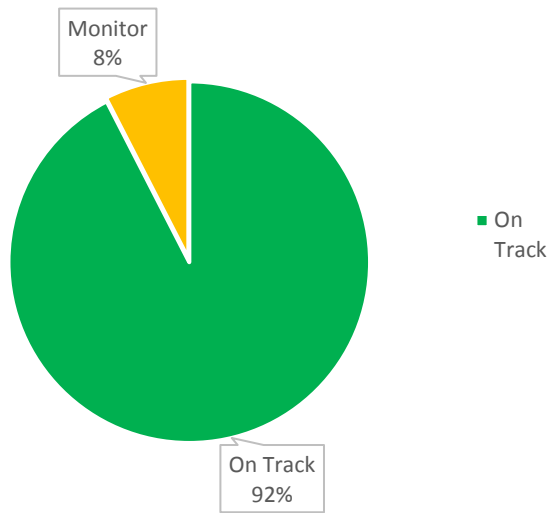
# Annual Performance Progress Report

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Flintshire County Council

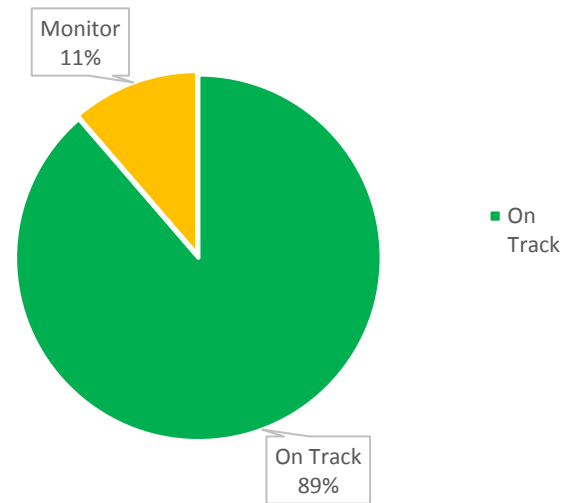


*Print Date: 11-Jul-2019*

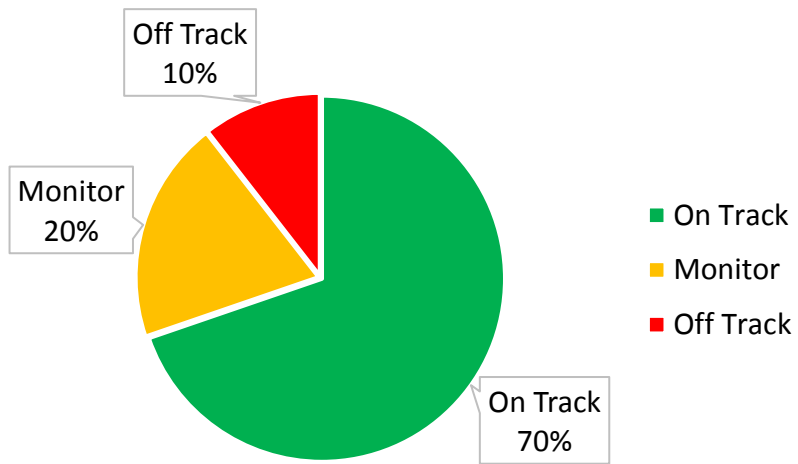
Action Progress RAG Status



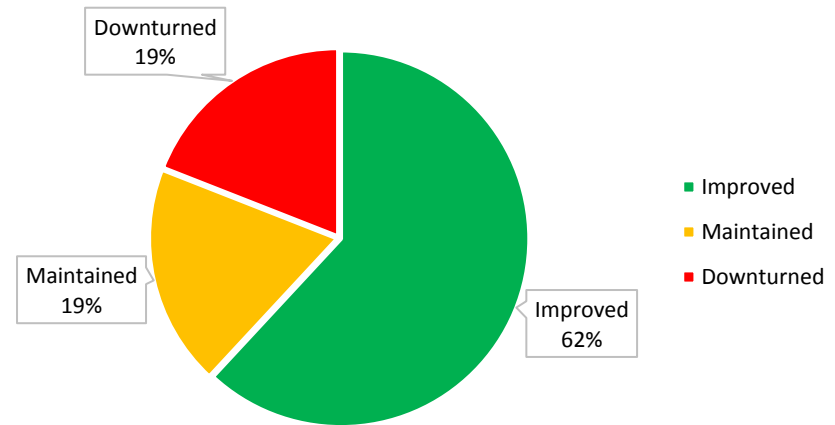
Action Outcome RAG Status

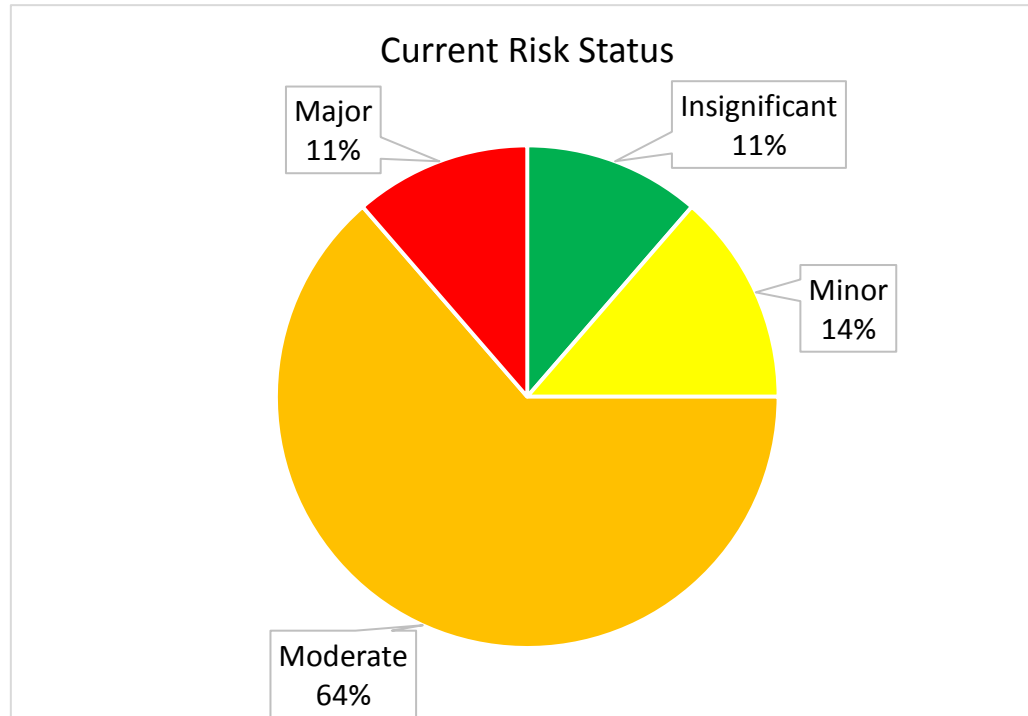


Performance RAG Status





Performance Trend Status







# 1 Supportive Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**  
 Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of March 2019. The next phase of the programme has been approved and will deliver a further 130 new Council and affordable homes across the county at Nant y Gro (Gronant), Llys Dewi (Penyffordd, Holywell), Dobshell, Maes Gwern (Mold) and Garden City (Sealand). In addition the development at Maes Gwern will deliver 22 shared equity homes. This takes the total to 305 properties out of the target of 500 by 2021. Work continues to identify suitable land within the county for further developments and early stages of consultation are underway for two schemes at Mostyn.

Last Updated: 24-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**  
 All WHQS contracts progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into new 'external' areas of work. The Capital Programme has introduced work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising areas. All WHQS contracts for the 2018-2019 financial year have been completed and our current expenditure and delivery key performance indicators have also been met.

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



1. The 2018 update builds upon the findings of the 2016 Gypsy Traveller Accommodation Assessment (GTAA) which suggests an additional household pitch need of 8 pitches over the 5 years 2018-2022 (compared with 5 over a comparable period in the 2016 GTAA) and a total of 26 pitches over the 15 year plan period 2018-2032 (28 pitches in the 2016 GTAA).

2. The Council has provided evidence of a total of 37 unauthorised encampments with a total of 156 caravans (an average of 4.2 caravans per encampment) in 2017 and in 2018 the figures were 30 encampments, 26 of which were on private land and 111 caravans (an average of 3.7 caravans). Transit activity continues to take place within Flintshire and the average encampment involves 4 caravans. Given the scale of unauthorised encampment activity, it would be recommended small-transit provision for up to 5 caravans is provided. An area of land in Flintshire has been identified which would be suitable for transit site provision but at this stage no consultation has taken place with key stakeholders. This land would be suitable for the provision of six pitches and would meet the unmet need of the GTAA.

3. Improvements to Riverside amenity blocks have been on-going during the period under review with new kitchens and doors being fitted to five blocks. An application for Capital Site Grant funding has been made to Welsh Government (WG) to improve the aesthetics on site including installation of new fencing, removal of all rubbish and updated shower blocks. We have secured £250,000 capital site funding from the WG for the above refurbishments. It is out for tender at this time and work will be completed before the end of the financial year.

Last Updated: 15-Apr-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast - Health and Safety Team Leader	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering . This has resulted in 94.84% of landlords registered with Rent Smart Wales.



Last Updated: 11-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.



Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

To date we have rehoused 46 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.



Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from the Council and from external agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support relating to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.

Last Updated: 09-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Progress has been managed and monitored during the year via various meetings which include the Tackling Poverty Partnership; Universal Credit Operational Board; and Universal Credit Social Landlord group. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work around as and when received.</p> <p>Last Updated: 09-Apr-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development. The Economic Ambition Board has received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects.</p> <p>Last Updated: 29-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council is delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating systems to a minimum of 300 households and energy advice to 3,000 properties. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnonogroyw. If approved this will enable householders to access more cost-efficient heating systems. The Council is also working closely with providers for the ECO (Energy Company Obligation), Nest and Arbed funding programmes. This will maximise benefit to Flintshire from these programmes and to ensure that the programmes, although managed independently, are delivered coherently in Flintshire and that support is co-ordinated for the benefit of each individual householder.

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021.  
 Hwb Cylfe, the replacement for Glanrafon Day Centre for people with a learning disability, is now open.  
 The third Extra Care facility, Llys Raddington in Flint, opened and is fully occupied, while the Holywell new build is in the construction phase, with an expected operational date of 2021.





In September 2018 the Progress for Providers project was publicly recognised, winning the Social Care Wales Accolades Awards for 'Excellent outcomes for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards - 'Celebrating outstanding achievement and innovation within UK local government service delivery'..



We are developing support materials and training for residential providers who are working towards silver and gold accreditation, and progressing the roll out for domiciliary and nursing care.

The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further. A review of the domiciliary care sector in Flintshire for recruitment and retention has been completed, and we have developed a strategy to support this. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.

Last Updated: 15-Apr-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>We completed a review of double handed care (2 staff attending each call), and have been finding creative solutions as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control &amp; self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need.</p> <p>A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) was recruited in the Single Point of Access to support social prescribing, linking to GPs in the community. The business case for Glan y Morfa was agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.</p> <p>We are setting up a Trio project, to provide small scale day time support for people who have dementia and/or feel isolated in their community. The intention is to bring together "home companions" to support each other and reduce the need for formal day or respite care.</p> <p>Last Updated: 15-Apr-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets out our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers.</p> <p>A regional 'Meet the Provider' event took place to share local and regional placement needs.</p> <p>Last Updated: 09-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Carers' Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers' Services reviewing our working practices and partnerships regularly via the Carers' Strategy Group. The North Wales Strategy for Carers' Services is now in place, and all North Wales Local Authorities and the Health Board are currently completing their first self-assessment. The Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. Flintshire works with a number of organisations that provide a wide range of services to support carers. Our contract with Barnardos for Young Carers Services has been extended to fall into line with the other carer contracts, and all will be due for review in 2019/20.

Last Updated: 15-Apr-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of Integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia include increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector, and reviewing the support offered to people with early onset dementia. A percentage of the ICF revenue budget (£100K) has been allocated to the Flintshire Local Voluntary Council for supporting projects.

Last Updated: 15-Apr-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During the year, 1,246 families accessed the Hub and were provided with information and / or support, well above our target for the year of 800 families.

Last Updated: 15-Apr-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACE's)	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff.

A substantial training programme commenced in December 2018 to train front line police on ACE's, what this means for their work and the families they interact with. This training is aimed at ensuring a more holistic approach to policing vulnerability and ensuring that families in need of help are identified and supported to access this.

Last Updated: 09-Apr-2019


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**


The Corporate e-learning safeguarding package has been updated and is now available through Learning Pool. Representatives of Corporate Safeguarding Panel are in discussions with AFTA Thought (Drama Company) to develop a drama based learning programme which will be delivered to all portfolio areas in 2019/20. Corporate Safeguarding Panel now has representation from the North Wales Modern Slavery Group who attend regularly and provide a link to the activity.

Last Updated: 15-Apr-2019


## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	55	57	↑	99	 RED
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which, when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely to start until early in 2019/20.</p> <p>Last Updated: 18-Jun-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	40	61	↑	61	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> April 2018 saw the completion of the remaining 22 units at The Walks, Flint providing a total of 12 affordable units for rent through NEW Homes built through SHARP. Work has also commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill which will deliver a further 39 affordable homes for rent plus 22 shared equity homes. There has been a delay in the start date of the development at Nant y Gro, Gronant which is due to commence early in 2019/20 and will provide a further 4 affordable homes.</p> <p>Last Updated: 07-May-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	63	22	↓	22	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> NEW Homes was set up to provide housing for affordable rent to the 'squeezed middle'. The property portfolio included new build properties through the Strategic Housing and Regeneration Programme and private developers' Section 106 agreements alongside properties managed on behalf of private landlords. NEW Homes Board have agreed to remove the managed lettings offer and will no longer manage properties on behalf of private landlords. This will see an overall reduction in the number of properties managed by NEW Homes but through an ambitious development plan to be considered by the Council there will be an increase in new properties for affordable rent over the next 3 years.</p> <p>Last Updated: 07-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	126	120	↓	148	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> The total number of properties managed by NEW Homes at the end of March 2018 was 120. Moving forward this will reduce by 18 as the company will no longer offer its managed lettings service to private landlords. NEW Homes has prepared its business plan which includes ambitious plans to increase the number of owned properties through a range of options for consideration and approval by the Council.</p> <p>Last Updated: 01-Apr-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	80.35	94.84	↑	75	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> Ongoing proactive and reactive work with landlords to ensure registration and compliance with Rent Smart Wales.</p> <p>Last Updated: 24-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	↔	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> All complaints about substandard housing conditions were investigated. 340 service requests dealt with during 2018/19.</p> <p>Last Updated: 24-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of additional affordable units provided through the SHG Programme	226	N/A	N/A	226	N/A
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> The target of 226 additional affordable units has been set over 3 years up to 2021 and funding has been awarded. The target covers the period up to 2021 so there is no actual data for 2018/19.</p> <p>Last Updated: 18-Jun-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	293	95	↓	70	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change has continued to contribute to bringing empty properties back into use. We have a reduction in performance compared to 2017/18, the reason for this is the understanding and interpretation of the indicator has changed. Work is ongoing to gain clarity of the indicator.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	168	N/A	N/A	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Daniel McVey - Planning Officer  <b>Progress Comment:</b> Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Supplementary Planning Guidance Note – Local Needs and Affordable Housing</p> <p>Last Updated: 11-Jun-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	305.54	299.76	↑	247	 RED

**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Joseph Muxlow - Regeneration Programme Lead

**Progress Comment:** A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.


A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs.

In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:

3 adaptations delivered this quarter were 2017/18 legacy cases and average 393 days

4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.

Last Updated: 12-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	73	↑	73	 GREEN


**Lead Officer:** Neil Ayling - Chief Officer - Social Services


**Reporting Officer:** Jacque Slee - Team Manager Performance


**Progress Comment:** Llys Raddington opened in Spring 2018, providing 73 Extra Care units in Flint.

Last Updated: 18-Jun-2019





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	184	↑	184	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 184 units currently available and in use. A further 59 units will be created with the opening of Holywell Extra Care facility</p> <p>Last Updated: 18-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	17.56	21.29	↓	20	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  <b>Progress Comment:</b> Following an improvement in department attendance and the completion of training for new team members towards the end of the year, the target of 20 days was achieved in Quarter 4. This should give reassurance moving into the new financial year.</p> <p>Last Updated: 12-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	3.42	4.73	↓	8	 GREEN
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  <b>Progress Comment:</b> Following an improvement in department attendance and the completion of training for new team members, the target has been achieved.</p> <p>Last Updated: 12-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1,404,005.53	2,467,273.88	↑	1,500,000	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Jen Griffiths - Benefits Manager  <b>Progress Comment:</b> Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council.</p> <p>Last Updated: 11-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.47	79.54	↑	89	 AMBER
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Jenni Griffith - Flintshire Connects Manager  <b>Progress Comment:</b> The Housing Solutions Service achieved 81.91% successful outcomes in quarter 4. The year to date percentage is 79.54%.            Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.</p> <p>Last Updated: 24-Apr-2019</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	487	578	↑	606	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Progress Comment:</b> A reduction in demand for this service appears to be as a result of fewer new applications for Universal Credit as full service continues to be delivered throughout Flintshire. However, overall for the financial year delivery of Personal Budgeting was able to achieve a 95% success against its target delivery.</p> <p>Last Updated: 09-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	2,162	676	↓	365	 GREEN
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Progress Comment:</b> Digital Support continues to experience high demand. Support ranges from low level to more intensive on-line application completion. Support was provided to 676 Universal Credit recipients over the financial year which exceeded the target by 311. Information shows that high demand continues to be a result of repeat visitors requiring support and assistance.  We believe that the reduction in Assisted Digital Support in 2018/19 in comparison to 2017/18 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. As well as customers possibly accessing support from 3rd party organisations etc. as well as having a better understanding of the concept of Universal Credit.</p> <p>Last Updated: 09-Apr-2019</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	628	456	↓	500	 AMBER
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Sharon Jones - Communities For work  <b>Progress Comment:</b> A total of 456 Clients between Communities For Work (CFW) and Communities For Work Plus (CFW+) have been registered for the programme during 2018/19. All have been assigned a mentor.</p> <p>Last Updated: 18-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	547	788	↑	550	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> Positive upward demand for advice from the Warm Homes Fund and Healthy Homes Healthy People (HHHP). Work also continued with Arbed in Penyffordd providing advice alongside installs, as well as support to Council Housing tenants</p> <p>Last Updated: 24-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	196	476	↑	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> The positive performance has been as a result of a combination of Warm Homes Fund and Crisis Fund installs including boilers, heat pumps, as well as heating control and lighting upgrades, together with boilers and insulation installed to properties qualifying for Energy Company Obligation (ECO) Flex funding.</p> <p>Last Updated: 24-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	105	151	↑	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> A total of 151 Council homes have received energy efficient measures. These include loft insulation, lighting upgrades and boiler/air source heat pump installs.</p> <p>Last Updated: 24-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	N/A	3	N/A	0.75	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> We have three in house domiciliary care providers working on the bronze standard for Progress for Providers</p> <p>Last Updated: 16-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	4	N/A	3	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Four independent sector providers are currently working towards Bronze accreditation.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	0	0	↔	5	 RED
<p><b>Lead Officer:</b> Jacque Slee - Team Manager Performance  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	↑	26	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> The number of care homes in Flintshire remains static since quarter two when one independent provider reopened a home offering residential care in Flintshire.</p> <p>Last Updated: 16-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	95.3	95	↔	95	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Care home occupancy remains high and static.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	N/A	100	N/A	100	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> RISCA training roll out has been completed to all relevant employees.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.1M01 (PAM/028) Percentage of child assessments completed in time	92.8	94.87	↑	84	 GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Yearly performance shows an improvement since last year and above the All Wales Average of 88%.</p> <p>Last Updated: 24-May-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	20.89	9.54	↑	10	 GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 9.5% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's Care and Support Plan. This is a significant improvement on last year's performance.</p> <p>Last Updated: 24-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	54	70.57	↑	81	 AMBER
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Significant improvement has been made by Betsi Cadwaladr University Health Board (BCUHB) since last year, with the looked after nurse regularly attending team meetings and managing the assessment appointments.</p> <p>Last Updated: 24-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	1,185	1,370	↑	900	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes. Carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.</p> <p>Last Updated: 18-Jun-2019</p>					








KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.89	2.94	↓	1.89	RED
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Although performance has dipped this year, the rate of delays in Flintshire is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.</p> <p>Last Updated: 18-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	30	18.1	↑	30	GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.</p> <p>Last Updated: 10-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	684	1,286	↑	800	GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> The throughput of the Early Help Hub continues to be above target.</p> <p>Last Updated: 10-Apr-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	11.59	55.78	↑	45	 GREEN
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Annette Bailey - Learning and Development Officer  <b>Progress Comment:</b> Actions are in place such as face to face training and training pack for managers to ensure the delivery of the level 1 training package.</p> <p>Last Updated: 15-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	2,926	3,803	↑	0	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager - Community and Business  <b>Progress Comment:</b> Awaiting confirmation from North Wales Police on the validity of the data provided as there appears to be anomalies with figures reported previously.</p> <p>Last Updated: 07-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	2,483	3,172	↑	0	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager - Community and Business  <b>Progress Comment:</b> Awaiting confirmation from North Wales Police on the validity of the data provided as there appears to be anomalies with figures reported previously.</p> <p>Last Updated: 07-May-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	443	631	↑	0	N/A

**Lead Officer:** Lynne Fensome - Management and Support Manager

**Reporting Officer:** Sian Jones - Public Protection Manager - Community and Business

**Progress Comment:** Awaiting confirmation from North Wales Police on the validity of the data provided as there appears to be anomalies with figures reported previously.

Last Updated: 07-May-2019






## Risks

### Strategic Risks




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p><b>Management Controls:</b> Ensure there is sufficient capacity within service to manage any potential increase.</p> <p><b>Progress Comment:</b> Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the Council for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector, and a strategic partnership with HAWS Lettings Agency will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.</p> <p>Last Updated: 18-Jun-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p><b>Potential Effect:</b> i) Increase in homelessness            ii) Increased pressure on the Housing Options Team            iii) Increase in people sleeping rough</p> <p><b>Management Controls:</b> A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.</p> <p><b>Progress Comment:</b> The position as at the end of 2018-19 is that this will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:</p> <ol style="list-style-type: none"> <li>1. Informing the type and size of all of the new builds (Council and Registered Social Landlords)</li> <li>2. Informing the type, tenure and size of affordable housing provision through market led schemes.</li> </ol> <p>Last Updated: 24-Apr-2019</p>						

Tudalen 99

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager				Open
<p><b>Potential Effect:</b> Increased homelessness</p> <p><b>Management Controls:</b> Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms</p> <p><b>Progress Comment:</b> Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation. The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self-contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.</p> <p>Last Updated: 24-Apr-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for Council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed
<p><b>Potential Effect:</b> i) Reduction in number of units delivered</p> <p><b>Management Controls:</b> On-going work to maximise the use of Council land and other publicly owned land. Privately owned sites are reviewed for their potential use and purchase.</p> <p><b>Progress Comment:</b> To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and Council homes.</p> <p>Last Updated: 05-Apr-2019</p>						

Tudalen 94

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for Council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Yellow	↓	Open
<p><b>Potential Effect:</b> A reduction in the construction and delivery of Council houses</p> <p><b>Management Controls:</b> i) submit application to Welsh Government (WG) for increase in borrowing cap relating to specific schemes.            ii) Lobby WG to remove borrowing limits following removal in England            iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p><b>Progress Comment:</b> The cap on borrowing within the Housing Revenue Account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building Council homes.</p> <p>Last Updated: 08-Apr-2019</p>						





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p><b>Management Controls:</b> i) Monitoring and management of adaptation cases.            ii) Ongoing process review.            iii) Continually seek ways to further increase cost-efficiency            iv) Increase in budget allocation to meet demand</p> <p><b>Progress Comment:</b> The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track. Improvements in timeliness have been noted with the implementation of a new process.</p> <p>Last Updated: 12-Apr-2019</p>						

Tudalen 99

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Customers will wait longer to receive adaptation work in their homes</p> <p><b>Management Controls:</b> Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p><b>Progress Comment:</b> Budget monitored effectively and demand has been met for 2108/19</p> <p>Last Updated: 12-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open

**Potential Effect:** Potential increase in rent arrears and decrease of Council Tax collection.  
 Potential increased risk of homelessness and need for accommodation.  
 Increased demand in existing support services

**Management Controls:**  
 Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work.  
 Council Tax Collection continues to be under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.  
 From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.

From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

**Progress Comment:** Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.  
 There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.  
 During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.

Last Updated: 12-Apr-2019

06-10-19-09





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p><b>Management Controls:</b> The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p><b>Progress Comment:</b> The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.</p> <p>Last Updated: 03-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p><b>Potential Effect:</b> With the introduction of Universal Credit (UC) and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p><b>Management Controls:</b> Review of procedures is being carried out to try and mitigate the impact, however, a full estimate of impact cannot yet be confirmed.</p> <p><b>Progress Comment:</b> Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.</p> <p>To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 will allow the Rent Income service to track and monitor rent arrears more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.</p> <p>The unprecedented additional work generated by the launch of UC full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears.</p> <p>Council Tax collection rates have not been significantly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of Council Tax which resulted in Flintshire achieving the highest collection level of all Welsh Councils.</p> <p>Last Updated: 09-Jul-2019</p>						

Tuesday 9/7



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Jenni Griffith - Flintshire Connects Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Local economy will suffer as people can only just afford to spend on essential items</p> <p><b>Management Controls:</b> The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p><b>Progress Comment:</b> Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the County.</p> <p>Last Updated: 09-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Green	↓	Closed
<p><b>Potential Effect:</b> People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p><b>Management Controls:</b> Developing the market for residential and nursing care</p> <ul style="list-style-type: none"> <li>Extending the opening hours for single point of access</li> <li>Implementing Community Resource Team</li> <li>Developing community resilience</li> <li>Implementing an Early Help Hub for children and families</li> </ul> <p><b>Progress Comment:</b> Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi-agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.</p> <p>Last Updated: 12-Jul-2018</p>						

Updated on 12/07/2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red	↔	Open

**Potential Effect:** Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.

**Management Controls:** i) Working with corporate colleagues to use capital investment to support the development of our in-house provision.  
 ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.  
 iii) Quick wins from the 'Invest to Save' Project Manager are being implemented.  
 iv) Increase bed and extra care capacity for dementia/ learning disabilities.  
 v) Develop specialist respite for Early Onset Dementia.  
 vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and those with a learning disability..  
 vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff.  
 viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.

**Progress Comment:** The expansion of Marleyfield House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the Council and key partners. Workstreams from the Strategic Opportunity Review are continuing.

Last Updated: 15-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance	Red	Green	↓	Closed

**Potential Effect:** Insufficient funding to sustain medium term service delivery.

**Management Controls:** Seeking agreement from partners on allocation of funds to deliver medium term services

**Progress Comment:** The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services. Confirmation in principle has been received for allocation of capital funds for Marleyfield House. Following receipt of detailed correspondence from Welsh Government, the level of risk has reduced to Green and the risk will be closed.

Last Updated: 15-Apr-2019






RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance	Green	Green	↔	Closed
<p><b>Potential Effect:</b> Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p><b>Management Controls:</b> Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p><b>Progress Comment:</b> The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. 1,246 families were supported by the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 18-Jun-2019</p>						




Tudalen 100

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Green	↓	Closed
<p><b>Potential Effect:</b> National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p><b>Management Controls:</b> Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p><b>Progress Comment:</b> Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarterly data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The report concluded that strategy meetings are being undertaken in a timely manner. This risk has been closed.</p> <p>Last Updated: 17-May-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p><b>Potential Effect:</b> Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p><b>Management Controls:</b> All portfolios contribute towards a Corporate Safeguarding training budget which will be used to fund training opportunities across the Council. Safeguarding workshops are being developed in conjunction with Theatr Clwyd. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being developed. In addition, regular safeguarding news items are posted on the intranet alongside a safeguarding bulletin.</p> <p><b>Progress Comment:</b> Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development to be promoted for take-up during 2019. Additional training has been made available to the Safeguarding panel, including Child Sexual Abuse awareness delivered by Stop it Now. Periodic safeguarding bulletins are published alongside regular workforce news items reminding employees to look out for the signs and how to make a report.</p> <p>Last Updated: 02-Apr-2019</p>						

Tudalen 10

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p><b>Potential Effect:</b> Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p><b>Management Controls:</b> Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p><b>Progress Comment:</b> Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules are under development and will be implemented during 2019. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by Theatr Clwyd. Additional awareness raising is made through the periodic safeguarding bulletins and workforce news items.</p> <p>Last Updated: 02-Apr-2019</p>						





## 2 Ambitious Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The detailed proposition document has been developed. The UK and Welsh Governments have announced funding support for the Growth Deal and further work is underway to identify which areas of work will be included and to respond to challenge sessions with UK and Welsh Governments.</p> <p>Last Updated: 12-Apr-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.</p> <p>Last Updated: 12-Apr-2019</p>							



Tudalen 102

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts or invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required which will begin in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 19-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in Partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A new strategic approach to town centres has been developed. This was presented and endorsed at Cabinet and Scrutiny in May 2019.



Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted Regeneration Investment Programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Welsh Government Targeted Regeneration Investment Programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme. These include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion. A submission has been made to the programme to support the de-pedestrianisation of Holywell High Street.

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.</p> <p>Last Updated: 12-Apr-2019</p>							



## Risks

### Strategic Risks



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p><b>Management Controls:</b> i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p><b>Progress Comment:</b> The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 29-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p><b>Management Controls:</b> i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p><b>Progress Comment:</b> The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service. A review process of business development across North Wales as part of the work of the Economic Ambition Board will offer opportunities for greater collaboration.</p> <p>Last Updated: 29-Apr-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Instability in the local and regional economies would lead to reduced business investment and significant job losses.</p> <p><b>Management Controls:</b> Maintain an intelligence base on potential risks and mitigation measures.</p> <p><b>Progress Comment:</b> The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.</p> <p>Last Updated: 29-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↓	Open
<p><b>Potential Effect:</b> Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.</p> <p><b>Management Controls:</b> Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.</p> <p><b>Progress Comment:</b> The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and the Council has played a leading role in the development of the new Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.</p> <p>Last Updated: 18-Jun-2019</p>						

### 3 Learning Council Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available.</p> <p>Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages.</p> <p>Performance in 2018 for KS4 outcomes at GCSE level improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Although performance at Level 2+ decreased by 0.3% points, given the more significant decrease in English language the outcome was not unexpected, and is still above the national average. A decrease in outcomes in English Language is directly reflective of the issues outlined above with a number of schools who registered pupils for early entry performing well and in line with projections.</p> <p>Outcomes at L1 (by 0.1%) and L2 (by 3.5%) both improved and both exceed national averages. Mathematics and numeracy outcomes are both strong, above the Wales averages, and improved on 2017. 'Best of mathematics' improved and is ahead of the national average. Science continues to be a local strength, 6% ahead of national averages. The percentage of pupils achieving A*-C in Welsh First Language improved significantly as well.</p> <p>Last Updated: 16-Apr-2019</p>							



Flintshire 107

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Every school (primary, secondary and special) has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 Core Lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement (CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the Local Authority (LA) School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 3.

Last Updated: 16-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the Council and its schools are prepared for the implementation in 2020.

Awareness raising sessions are underway with regards to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools.



Two key draft documents have been published during this academic year, namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. These documents have provided key operational detail to support planning.

An ALN Transformation Plan has been developed for the Council. This maps out the transformation programme for the period up to the implementation date of the new reforms (September 2020).

Welsh Government have initiated a period of consultation around the Code and this formed a key part of the targeted activity over the Spring Term. During the Spring Term, school-based staff and Council officers engaged in a series of information/awareness raising events to ensure they are up to date with the national reforms on the curriculum and additional learning needs. Officers have actively engaged with consultation events to ensure that the views of the Council and its schools have been communicated.

Plans are in place to build on the progress to date to ensure that schools and the Council are fully prepared for the implementation dates of the proposed reforms.

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations). To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Construction of the new school in Penyffordd started on site April 2018, pupils and staff will start the new academic year in their new school building (phase 1). The demolition of former school building and the remainder of externals works (phase 2) will follow with the anticipated completion by November 2019 as per original schedule.

School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Lixwm Governors are pursuing a change of designation to a Voluntary Aided (VA) school, thereafter to consult on federation with Caerwys VA school, with agreement of both governing bodies. The governor led consultation will commence in Autumn 2019, supported by the Diocesan and Council. Cabinet had underpinned its commitment to capital investment into Ysgol Brynford, this scheme is at feasibility stage currently, with construction (subject to appropriate approvals) planned for 20/21.

Federation of Nercwys VA and Nannerch VC governors following consultation was implemented 29th April 2019.

21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by Welsh Government (WG) in principle. April 2018, Cabinet approved two projects in this programme; Connah's Quay High School project (Phase 2) construction is on site and will be complete in November 2019 and; the Queensferry Campus project, which includes modernisation of the County's pupil referral provision and modernisation projects of Queensferry CP which also includes a proposed community hub, is 100% funded by WG. This campus project is currently at feasibility stage.



WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been previously approved through the Council's capital programme. The contractor started on site June 2019 with the anticipated completion date of April 2020.



The Capital project at Ysgol Castell Alun, Hope is shortly to enter contract commissioning stage. A larger investment was required to enable the Council to meet the aims of the original business case and the school aspirations.

WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site, detailed feasibility work is nearing completion.



The Council's repairs and maintenance programme for schools continues on an annual basis, which will be bolstered by an additional £2m windfall from WG. As stated earlier a portion will be used to improve the planned Ysgol Castell Alun project; an efficient strategic use of this windfall funding stream with the remainder being spent in the school network on a priority basis based on condition survey information.

Last Updated: 22-July-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' (NEET) and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Multi-agency meetings continue to be held in schools to identify pupils at risk of disengagement. This has facilitated the identification and implementation of suitable interventions. A number of pilot courses are being trialled focusing on developing confidence and motivation to further increase the range of provision available. In addition to this a pilot pre-vocational course for Key Stage 4 (KS4) learners is being trialled in partnership with Coleg Cambria. This offers an accredited Catering &amp; Hospitality course in conjunction with core GCSEs. Through the regular monitoring meetings, learners in need of support for transition into further education are being identified and the Summer intervention programmes have proved largely successful in maintaining engagement.</p> <p>The ADTRAC project is now live and working with 16-24 year olds who have disengaged.</p> <p>The programme of Adult &amp; Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy. Officers have arranged engagement events to raise awareness of schools about the range of broader curriculum opportunities available within the local area. These have proven successful and schools are offering a range of targeted interventions to individuals at risk of becoming NEET. Multi-agency work has continued to maintain low levels of NEET across Flintshire. Welsh Government has yet to publish the national data on NEET for the impact of this work to be understood.</p> <p>Last Updated: 15-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.6 Fully embed Flintshire's Youth Council to ensure that young people across the Council are involved in the evaluation and delivery of services that impact on them	Ann Roberts - Senior Manager - Integrated Youth Provision	In Progress	01-Apr-2018	31-Mar-2019	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed shadowing roles. The group is already being very active and proactive e.g. in offering views and being a critical friend to Chief Officers with responsibility for producing inspection self-assessments or policy. The Chief Executive is planning to work with the Youth Council to give consideration to the voting age agenda. Excellent and meaningful progress to date.</p> <p>Last Updated: 25-Apr-2019</p>							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2018	31-Mar-2019	80.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The majority of the 2018 cohort of apprentices have secured employment either with the Council or with other employers. Our youngest apprentice was a finalist in the Public Services People Managers Association (PPMA) Apprentice of the Year 2019 and two of our second year apprentices competed alongside 38 other teams in the Young Local Authority of the Year competition.  Last Updated: 18-Jun-2019							



## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/032) Capped 9 Score	No Data	352.2	N/A	367	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Capped 9 Score for pupils entitled to Free School meals	No Data	No Data	N/A	321.7	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3 M03 (PAM/007) Percentage of pupil attendance in primary schools	94.8	94.8	↔	95.26	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Pupil attendance at Flintshire primary schools remained the same as the previous year, with illness accounting for the majority of absences. Unauthorised absence is the second lowest value in Wales.</p> <p>Last Updated: 17-Apr-2018</p>					






KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4 M04 (PAM/008) Percentage of pupil attendance in secondary schools	93.9	93.7	↓	94.9	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Attendance in secondary schools has dropped (0.20% points). This is in line with a national trend, with illness accounting for the majority of absences.</p> <p>Last Updated: 15-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5 M05 The percentage of attendance across the portfolio PRU (Pupil Referral Unit)	68.1	67.4	↓	72	 RED
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Tim Ford - Headteacher Plas Derwen  <b>Progress Comment:</b> Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.</p> <p>Last Updated: 12-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6 M06 (PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	6.39	No data	N/A	6.3	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/034) Percentage of year 11 pupils studying Welsh (first language)	3.96	No data	N/A	3.9	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	57	56.6	N/A	59.9	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Changes to WJEC grade boundaries and access to early entry opportunities impacted on performance in GCSE English Language. This also had an impact on performance at level 2+, where English is a key component of the measure. There were significant changes to grade boundaries between the summer and November 2017 examinations and those in the summer of 2018. Overall performance in 2018 generally improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Performance at Level 2+ decreased by 0.3%, which given the more significant decrease in English language outcomes was not unexpected, and is still above national averages.</p> <p>Last Updated: 12-Apr-2018</p>					

Updated 14/4




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	↑	1	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> No further schools have been placed in an Estyn statutory category during this academic year.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	100	N/A	100	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> All schools completed their initial assessment of readiness for the new curriculum by 1st October 2018</p> <p>Last Updated: 29-Jul-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	83	N/A	100	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Four schools were identifying outstanding red indicators and work will continue on these aspects during the summer term. A small number of schools had yet to update their status at the end of the spring term. A full update will be available when schools return in September.</p> <p>Last Updated: 19-Jun-2019</p>					






KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.1 M01 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.7	1.17	↑	1.1	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> The ongoing effective multi-agency work has supported a positive reduction in the number of Year 11 pupils who went on to become NEET after leaving school.</p> <p>Last Updated: 15-Jul-2019</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	51	59	↑	53	 GREEN
<p><b>Lead Officer:</b> James Warr - Operations Manager  <b>Reporting Officer:</b> Louisa Greenly - Performance Management &amp; Information Officer  <b>Progress Comment:</b> Education remains a key priority for the service as it is seen as a strong factor in offending and re-offending and this measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is challenging, and especially in a criminal justice setting. Therefore the service needs to work closely with external providers of education and vocational projects to ensure that young people reach their full potential. All young people undertaking 30 hours or more of Unpaid Work as part of a Court Order will automatically be enrolled onto an Agored course, which gives them an accredited vocational qualification whilst fulfilling the requirement of the Court. Agored subjects include, health &amp; safety, construction skills, first aid, and other skills that build up a credible CV. 7 young people in the quarter achieved Agored qualifications.</p> <p>Last Updated: 12-Apr-2019</p>					







KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.3 M03 The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools	19	25	↑	29	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Performance improved from 19% in 2017 for this indicator although still below our target of 29%. The percentage of learners entered for a qualification in Further mathematics increased slightly from 4.5% to 4.9%</p> <p>Last Updated: 17-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.4 M04 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	No Data	19.4	N/A	18	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Percentage is the average across entries for Biology, Physics and Chemistry. The percentage of year 13 learners who completed a level 3 course in Chemistry was 23.8%. Biology and Physics were 17% and 17.2% respectively.</p> <p>Last Updated: 17-Jun-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	102	N/A	120	 RED
<p><b>Lead Officer:</b> Ann Roberts - Senior Manager - Integrated Youth Provision  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19.</p> <p>Last Updated: 15-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.2.1.1 M01 The number of apprentices that complete the programme with a positive outcome	No Data	100	N/A	90	 GREEN
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Annette Bailey - Learning and Development Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Positive outcome meaning completing the programme 98%. All apprentices upskilled during programme therefore 100% outcome.</p> <p>Last Updated: 17-May-2019</p>					


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## Risks

### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow		Open
<p><b>Potential Effect:</b> Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p><b>Progress Comment:</b> Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.</p> <p>Last Updated: 16-Apr-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow		Open
<p><b>Potential Effect:</b> Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p><b>Progress Comment:</b> The number of schools in statutory categories has reduced. We do not have any issues with schools failing to engage with GwE in relation to their support priorities. Flintshire has one of the highest take ups on the professional development programme around middle leadership and National Professional Qualification for Headship securing leaders for the future – whilst secondary Headteachers have reported anecdotally that staff don't want to take the roles on in schools in some subjects, there is no school where a lack of capacity, particularly in core subjects is putting the school's performance at risk.</p> <p>Last Updated: 16-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	Open
<p><b>Potential Effect:</b> Schools and the Council are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.</p> <p><b>Management Controls:</b> Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response. Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Council Officers ahead of the implementation of the Bill.</p> <p><b>Progress Comment:</b> The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020. The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Council. This action has been completed, supported by access to Welsh Government Transformation Funding. A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales. The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the Council. These will be collated and shared via Committee reports.</p> <p>Welsh Government (WG) commenced a period of consultation following the publication of the draft Code linked to the ALN Act. Officers engaged a range of stakeholders to inform their response to ensure that WG were fully appraised of the concerns associated with the implementation of the Act. Officers have also engaged in legal briefings to broaden their understanding of the duties imposed by the Act and finance documents are being prepared to identify the financial pressures associated with implementation. This will support a better understanding of the level of risk. The final Code will however, not be published until December 2019 and projections will need to be revised at that point.</p> <p>Last Updated: 12-Apr-2019</p>						











RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.</p> <p><b>Management Controls:</b> Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering &amp; Maths (STEM) topics and enterprise.</p> <p><b>Progress Comment:</b> In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.</p> <p>Last Updated: 16-Apr-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	Open
<p><b>Potential Effect:</b> Reduced capacity to deliver targeted support to schools.</p> <p><b>Management Controls:</b> Intelligence on grant regime</p> <p><b>Progress Comment:</b> The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:            A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget is funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. A further significant pressure is the Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.            There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which make them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.</p> <p>Last Updated: 01-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems				Open
<p><b>Potential Effect:</b> Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p><b>Management Controls:</b> Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p><b>Progress Comment:</b> Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.</p> <p>Last Updated: 15-Apr-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems				Open
<p><b>Potential Effect:</b> The fabric of Education and Youth buildings will continue to decline</p> <p><b>Management Controls:</b> Continuation of School Modernisation Programme, Continuation of Repairs &amp; Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.</p> <p><b>Progress Comment:</b> Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p>Last Updated: 15-Apr-2019</p>						

## 4 Green Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>A Government Environment and Sustainable Delivery (ESD) Grant of £115,518 for the year has enabled completion of projects of the Flintshire Greenspace Strategy. Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the Well-being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects.</p> <p>Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural Resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.</p> <p>The ESD grant is fully committed and delivered. The grant has now closed and been replaced by Enabling Nature Grant in which we were unsuccessful in attracting any funding for 19/20.</p> <p>Last Updated: 15-Apr-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



Delivery of Phase 2 of the renewable energy action plan (10 year adopted plan in 2015)

Six potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received.

A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for.

Assessment completed by Coed Cymru/Forestry Officer which indicated potential for biomass crops on the agricultural estate in Sealand as well utilising waste wood and timber from public and private woodlands. More detailed feasibility is needed.

Last Updated: 05-Sep-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



Year End performance of 68.39% has been achieved through education and awareness programmes to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with a three stage approach with awareness letters and stickers issued and 2 Fixed Penalty Notices.



The new Household Recycling Centre (HRC) at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 opportunities to recycle across all 5 HRC's. The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media.

Training for workforce has improved their health & safety and environmental awareness.



New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.



Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The North Wales Combined Air Quality Progress report has been submitted to Defra for assessment before publication. However, the conclusions are that there are no breaches of the Air Quality standards in North Wales so there is currently no need for any Council to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for an Air Quality Action Plan.            However, in the wider context referred to in other policy documents such as the Well Being of Future Generations Act etc. Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the required levels.</p> <p>Last Updated: 12-Apr-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	60.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Following informal consultation with the North Wales Conservation Officers Group and Cadw at the end of 2018 there was general support for the Built Conservation Strategy. Formal public and stakeholder consultation should have followed and was planned to be completed by March 31st 2019. The consultation hasn't happened due to a team member leaving and not being replaced which has put pressure on the one remaining conservation officer who also had to prioritise closing down the Flint Townscape Heritage Initiative (THI) by the end of the financial year.</p> <p>Last Updated: 24-Jun-2019</p>							

Updated 12/5

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: -</p> <p><b>1. Local Transport Fund:</b></p> <ul style="list-style-type: none"> <li>a) Active Travel Scheme Design – (i)Mold to Broughton - Route appraisal complete, several elements of preliminary and detail design complete. (ii)Flint Coastal Path Design Project - Complete</li> <li>b) Access to Employment Opportunities Deeside Industrial Park (Metro) – Scheme complete</li> <li>c) Deeside Industrial Park – Second Avenue - active travel and bus infrastructure - Scheme complete</li> <li>d) A548 DIP Parkway Junction - partial signalisation – Scheme complete with positive feedback received</li> </ul> <p><b>2. Local Transport Network Fund</b> - Flintshire Bus Alliance &amp; Quality Bus Partnership Scheme – Complete</p> <p><b>3. Safe Routes in Communities</b></p> <ul style="list-style-type: none"> <li>a) Broughton Primary School, Broughton Hall Road – Scheme complete</li> <li>b) Mountain Lane County Primary School, Knowle Lane, Buckley – Scheme complete</li> </ul> <p><b>4. Road Safety (Capital &amp; Revenue)</b></p> <ul style="list-style-type: none"> <li>a) Connah’s Quay Priority Routes – Scheme complete</li> <li>b) Ewloe – Broughton Route treatment Scheme – Scheme complete</li> <li>c) Pass Plus Cymru – 28 Candidates completed training</li> <li>d) Kerbcraft – Child pedestrian training delivered in variety of schools – 412 pupils trained in year</li> <li>e) Older Drivers – 7 candidates completed driving assessment</li> <li>f) Cycle training – National Standards Cycle Training Delivered in schools – 1,056 pupils trained in year</li> </ul> <p><b>5. Active Travel Fund</b></p> <ul style="list-style-type: none"> <li>a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - Complete</li> <li>b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley – Phase one complete</li> </ul> <p>Last Updated: 22-Jun-2019</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Highways asset management schemes are underway as follows:</p> <ul style="list-style-type: none"> <li>• The Resurfacing programme is completed.</li> <li>• 26 sites have been completed during financial year 2018/19</li> <li>• All Surface Dressing Schemes have been completed.</li> <li>• Area Coordinators continue to carry out schedule highways safety inspection to provide condition surveys to inform next years preventative maintenance programmes. Preparation is underway to finalise next year's (19/20) corrective and preventative maintenance schemes.</li> </ul> <p>Last Updated: 15-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Ceri Hansom - Integrated Transport Unit Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Bus Network review is now complete. There are now 10 Local Travel Arrangements in place as follows:            CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton            CT3 – Northop Hall - Connah's Quay            CT6 – Cymau - Broughton            LT1 – Holywell – Lixwm – Rhes Y Cae            LT2 – Holywell – Caerwys            LT3 – Holywell to Greenfield            LT4 – Buckley            LT5 – Penyfford to Buckley            LT6 - Penyfford to Broughton Retail Park            LT7 – Mold - Treuddyn - Caergwrle - Hope</p> <p>Work has now been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.</p> <p>Last Updated: 25-July-2019</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work has progressed with the Procurement team to develop the Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Re-procurement of college transport routes (Coleg Cambria) was completed July 2018 and all college routes now form part of the DPS. A schedule for all routes to monitor compliance has been produced. Further work is required for mandatory training for operators, drivers, and passenger assistants.</p> <p>Last Updated: 29-Jun-2019</p>							





## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	89.35	89.34	↔	90	 AMBER
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Chris Goulden - Fleet Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> More vehicles have been replaced during the period to meet the Euro 6 standard. This continual replacement of older Euro 4 &amp; 5 vehicles will continue.</p> <p>Last Updated: 16-Aug-2019</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	10,799	6,025	↓	6,000	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Darell Jones - Operations Manager (North and Streetlighting)  <b>Progress Comment:</b> Streetscene have replaced 6,025 LED lanterns to date, with the remaining to be replaced during 2019/20. The remaining lanterns will be replaced in the coming months as locations become available due to traffic requirements and as traffic control measures allow. The program has been a huge success and has met the aims in which we set out to achieve.</p> <p>Last Updated: 25-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	34.48%	36.98%	↑	10%	 GREEN
<p><b>Lead Officer:</b> Sadie Waterhouse - Energy Conservation Engineer  <b>Reporting Officer:</b> Sadie Waterhouse - Energy Conservation Engineer  <b>Progress Comment:</b> Please note this reduction is for a full year 2018-2019. The data is NOT weather corrected due to 2018-19 being warmer than the base year.  Carbon emission reductions by fuel:  - Electricity: 8.92%  - Gas: 9.04%  - Oil: 8.39%  - LPG: 9.00%</p> <p>This has been achieved through:  2018-2019 was warmer throughout the Summer and early Autumn leading to a delay in heating systems being switched on.  Upgrades of lighting systems to LED in a number of schools and offices such as Ty Dewi Sant, Wepre Park Visitors Centre, Ysgol Terrig, Mynydd Isa Juniors etc.  Installation of a battery storage system at Abermorddu Primary School to trial the technology and its effectiveness.  Ongoing asset rationalisation and community asset transfers.  Good housekeeping practices such as monitoring heating settings and ensuring heating and hot water systems not left switched on during holidays.  Primary school environmental education/behaviour change programme focussing on climate change, energy usage, resource use and biodiversity.  The Council has made a cumulative 51.51% reduction in non-domestic energy related carbon emissions since 2009/10 against a 2007/08 baseline.</p> <p>Last Updated: 07-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	69.12	70.23	↑	66	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Gabrielle Povey - Recycling and Compliance Officer  <b>Progress Comment:</b> Continued improvement at Household Recycling Centre (HRC) sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay. Household Recycling Centres (HRC) all working well with meet and greet being reinforced at site.  Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.  Side waste enforcement continues, with the three stage programme of education and awareness, reminder and final notice with Fixed Penalty Notice as final stage.</p> <p>Last Updated: 29-Jul-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77.52	77.37	↔	76	
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager <b>Reporting Officer:</b> Gabrielle Povey - Recycling and Compliance Officer <b>Progress Comment:</b> Continue improvement at HRC since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay. Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.</p> <p>Last Updated: 18-Jan-2019</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	6	19	↑	6	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Lee Shone - Road Safety Officer  <b>Progress Comment:</b> All projects and services delivered during financial year.</p> <p>Local Transport Fund - Funded Schemes:</p> <ol style="list-style-type: none"> <li>1 - Access to Employment Opportunities – Deeside Industrial Park (DIP)</li> <li>2 - B5129 Bus corridor &amp; Deeside Quality Partnership Scheme</li> <li>3 - Active Travel Scheme Design</li> <li>4 - Deeside Industrial Park – Active Travel Fund (ATF)</li> <li>5 - Holywell Town Walking &amp; Cycling Link - ATF</li> <li>6 - Deeside Industrial Park - Second Avenue</li> <li>7 - A548 / Parkway Junction</li> <li>8 - Cycling Link Deeside Industrial Park</li> <li>9 - Broughton to Saltney Cycle Way Provision</li> <li>10 - B5129 - Proposed Bus Priority Measures &amp; Transport Infrastructure.</li> </ol> <p>Road Safety Grant</p> <ol style="list-style-type: none"> <li>1- Connah’s Quay Priority Routes</li> <li>2 - B5125 Ewloe to Broughton Route Treatment</li> </ol> <p>Safer Routes in the Community</p> <ol style="list-style-type: none"> <li>1 - Broughton Primary School</li> <li>2 - Mountain Lane Primary School</li> </ol> <p>Road Safety Revenue</p> <ol style="list-style-type: none"> <li>1 - Young Drivers</li> <li>2- National Standards Cycle Training</li> <li>3- Older Driver Development Programme</li> <li>4 - Child Pedestrian Skills Training</li> <li>5 - Motorcycle Training</li> </ol> <p>Last Updated: 25-July-2019</p>					


Financial 19/20

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.3	1.65	↓	1.8	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.1	1.39	↓	2	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5.3	5.76	↓	6	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	17.59	90.57	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, their subsequent repairs to the road are guaranteed by the Utility Company for 2 years. We are required to inspect at least 10% of all of these repairs before the end of the guarantee period, but we inspect more than required to promote best practice and avoid future maintenance costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Council being burdened with the future repair costs.</p> <p>Last Updated: 15-Apr-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	4	10	↑	4	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Progress Comment:</b> There are now 10 Local Travel Arrangements in place as follows            CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton            CT3 – Northop Hall - Connah's Quay            CT6 – Cymau - Broughton            LT1 – Holywell – Lixwm – Rhes Y –Cae            LT2 – Holywell – Caerwys            LT3 – Holywell to Greenfield            LT4 – Buckley            LT5 – Penyfford to Buckley            LT6 - Penyfford to Broughton Retail Park            LT7 – Mold - Treuddyn - Caergwrle - Hope            Work has been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.</p> <p>Last Updated: 22-Jul-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	86.95	97.9	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Progress Comment:</b> 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are 7 emergency routes which need to be procured.</p> <p>Last Updated: 25-July-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	75.68	97.3	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Aspirational Target:</b></p> <p><b>Progress Comment:</b> 97% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres. The works were programmed over a period of time. The procurement exercise undertaken by Integrated Transport Unit (ITU) caused a delay in the compliance checks being completed the first quarter, however; after the peak period settled, resource was then available to provide the required information to carry out the checks.</p> <p>Last Updated: 25-July-2019</p>					

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## Risks

### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p><b>Management Controls:</b> Raised as a pressure for 2017/18.</p> <p><b>Progress Comment:</b> For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG). Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.</p> <p>The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) was launched by WG and officers submitted an application. The Council was not awarded any grant funding following this application.. Officers will seek alternative funding sources for 2019/20.</p> <p>Last Updated: 11-Jun-2019</p>						

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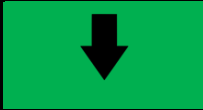
RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Failure to meet Carbon Reduction target</p> <p><b>Management Controls:</b> Continue to review the availability of sites</p> <p><b>Progress Comment:</b> Six potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received. A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for.</p> <p>Work is ongoing with Welsh Government to review and research methods of increasing the economic viability of renewable energy schemes. Increasing the income from energy sales or self supplying Council stock can negate possible increases in grid connection costs.</p> <p>Last Updated: 11-Jun-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open
<p><b>Potential Effect:</b> Flooding of homes and businesses across the county Potential homelessness</p> <p><b>Management Controls:</b> Review our approach to funding capital projects</p> <p><b>Progress Comment:</b> Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20,000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.</p> <p>Last Updated: 01-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Deterioration of the condition of highways in Flintshire</p> <p><b>Management Controls:</b> Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p><b>Progress Comment:</b> The monies made available for Highway infrastructure maintenance programmes have been allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be &gt;£2.7m per annum. Streetscene &amp; Transportation ensure that the available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network.</p> <p>Highways asset management schemes have been completed as follows:</p> <ul style="list-style-type: none"> <li>Resurfacing - 26 sites completed</li> <li>Surface Dressing - Complete</li> </ul> <p>Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for financial year 2019/20. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Decrease in bus services to residents, particularly in rural areas</p> <p><b>Management Controls:</b> Develop services so that they become more commercially viable</p> <p><b>Progress Comment:</b> The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.</p> <p>Last Updated: 22-July-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effect:</b> Transport services cannot be provided</p> <p><b>Management Controls:</b> i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p><b>Progress Comment:</b> The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors</p> <p>Last Updated: 22-July-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effect:</b> Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p><b>Management Controls:</b> Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p><b>Progress Comment:</b> Pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Planned Maintenance Works have been completed as follows: 26 Resurfacing completed 9 Surface Dressing sites have been completed Reactive Work to remove defects from the carriageway continue. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty and county policy.</p> <p>Last Updated: 24-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow	↔	Open
<p><b>Potential Effect:</b> i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services. iii) Increase in individual car usage</p> <p><b>Management Controls:</b> Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils</p> <p><b>Progress Comment:</b> Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.</p> <p>Last Updated: 22-July-2019</p>						

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## 5 Connected Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:

There are estimated to be around 40 Social Enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies. Social enterprise is thriving in Flintshire and, linked to the community resilience priority within Flintshire's Wellbeing Plan, will continue to be supported to grow. Ambitions for the future include building on private sector links, as trialled with Galliford Try, and linking into social value opportunities to provide proactive support to social enterprises to work with their communities.



Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADM) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:

The framework to support and enable Social Enterprises (SE) in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key Alternative Delivery Models, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer. The social value framework which is being developed under the banner of Community Resilience will provide an opportunity to access additional resource and investment to support SEs to tackle key issues and provide vital support in communities across Flintshire. This could be in many forms including funding, mentoring, pro bono work and supply of materials.



Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Community Benefits Working Group has been established in the Council to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report was submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly. It has been agreed that a Social Value Officer will be recruited to manage this agenda and work is underway to define a framework of Public Services Board, corporate and community priorities which will underpin investment by contractors. In this way, we can maximise the impact that social value can have in supporting delivery of agreed priorities for the benefit of our communities. Work is also underway to procure a system to underpin the management of social value to ensure we can be transparent and fully evaluate the impact we are having. This will be developed more in 2019/20.

Last Updated: 18-Jun-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	80.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

Social Value Strategy developed and approved with specific social objectives enabling the social sector to show their unique delivery and value.. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting any further community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint have been prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Voluntary Sector Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 16-Aug 2019




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.</p> <p>Last Updated: 01-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in May, 4 of the 5 priorities were tracked as making good progress. It has been agreed that the Economy priority would be paused for revisiting later as most of the in-year activities are regionally led under the work on the Growth Deal.</p> <p>Last Updated: 18-Jun-2019</p>							

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## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 Number of assets sustained through the CAT programme	33	78	↑	33	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets

**Reporting Officer:** Yvonne Stacey - Property Technical Administrator

**Progress Comment:** : The total number of assets in the CAT programme is 78. The breakdown of this is, 52 CAT's are at Business Case Development Stage, 13 CAT's are at the Legal Stage (not completed) and 13 having been legally completed. A total of 172 CAT's have dropped since the start of the programme, naturally or due to complications. Some of these have not been progressed by groups through the various activity stages, or groups have withdrawn from the process. This can be that they initially express their interest and during the process decide they do not want to take on the liability, or simply drop out as they decide that they do not want to take the process further.

Last Updated: 02-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	26.68	N/A	20	 GREEN

**Lead Officer:** Neil Ayling - Chief Officer - Social Services


**Reporting Officer:** Lee Evans - Procurement Systems Officer and Data Analyst


**Progress Comment:** Q1 - 5 of the 6 contracts awarded. Q2 - 8 of the 15 contracts awarded. Q3 1 of the 3 Contracts awarded and Q4 -3 of the 12 contracts awarded

Last Updated: 30-Apr-2019






KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	N/A	4	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Cher Lewney - Digital Customer &amp; Community Resilience Programme Manager  <b>Progress Comment:</b> Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity. The other 3 areas of resilience work continue to be developed at the relevant pace.</p> <p>Last Updated: 26-Oct-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	100	N/A	95	 GREEN
<p><b>Lead Officer:</b> Colin Everett - Chief Executive  <b>Reporting Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Progress Comment:</b> All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in July, all actions had been progressed in accordance with the Delivery Plan. The Annual Report for the Well-being Plan summarises the achievements made during the year.</p> <p>Last Updated: 16 – Aug 2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	7,159.79	7,732.26	↑	7,492.15	 GREEN
<p><b>Lead Officer:</b> Colin Everett - Chief Executive  <b>Reporting Officer:</b> Paul Jones - Business Improvement &amp; Performance Manager  <b>Progress Comment:</b> Aura's total figure excludes participation figures for two sites, Connah's Quay Swimming Pool and Holywell Leisure Centre, both community asset transfers, which were managed by Flintshire County Council pre-30 May 2016 and pre-1 April 2017 respectively. Both sites combined were previously responsible for over 300,000 visits per year. Aura's Business Plan for 2018/19 included a target to increase participation by 5% (or 7,492.15 per 1,000 pop.). Aura achieved an increase in participation of 8.37%.</p> <p>Last Updated: 15-May-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)as part of the Armed Forces Covenant	No Data	67,368	N/A	10,000	 GREEN
<p><b>Lead Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Reporting Officer:</b> Fiona Mocko - Strategic Policies Advisor  <b>Progress Comment:</b> There have been three additional submissions for grants which have been successful, resulting in grants of £42,000 for Flintshire projects. These include grants for Connah's Quay High School and Ysgol Maes Garmon and a grant for an external organisation based in Flintshire who will be providing services for Veterans.</p> <p>Last Updated: 02-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 Number of Council policies revised to take account of the Armed Forces Covenant	2	4	↑	2	

**Lead Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer  
**Reporting Officer:** Fiona Mocko - Strategic Policies Advisor  
**Progress Comment:** The Armed Forces Reserves policy has been reviewed and updated to include Cadet Forces Adult Volunteers, allowing employees who are volunteers with Cadet Forces additional time off for their annual training with the Ministry of Defence. Human Resources are now capturing information on the number of Veterans who apply for and obtain posts within the Council.

Last Updated: 02-Apr-2019

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## Risks

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p><b>Management Controls:</b> Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p><b>Progress Comment:</b> Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 17-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new Alternative Delivery Models (ADM's) face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p><b>Management Controls:</b> Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them at least annually to review progress</p> <p><b>Progress Comment:</b> Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plans have been delivered. Second year business plans are currently underway.</p> <p>Last Updated: 01-Jul-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise Alternative Delivery Models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p><b>Management Controls:</b> Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p><b>Progress Comment:</b> Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 02-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Social and third sector organisation not able to grow through the winning of new contracts</p> <p><b>Management Controls:</b> Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p><b>Progress Comment:</b> The recently approved social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council will identify opportunities where this is appropriate for forthcoming procurement exercises.</p> <p>Last Updated: 02-Jul-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.</p> <p><b>Progress Comment:</b> Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 02-Jul-2019</p>						





## 6 Serving Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>                      A revised medium term forecast for the next three years (2020/21 – 2022/23) was reported to Cabinet in April 2019 which gave a detailed indication of the known pressures at this time. The Council will be working on the strategy to meet the financial challenge with regard to the gap for 2020/21 throughout the Summer and an update on progress will be reported to Cabinet in July 2019. The forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlements and increases in demand led pressures.</p> <p>Last Updated: 01-Jul-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	80.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      We have made significant progress in delivering the key priority areas of the People Strategy. The draft Health and Wellbeing strategy provides for workplace wellbeing champions, encourages healthy eating, physical activity and seeks to support economic well-being, all of which will support our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. The 2019 apprenticeship programme was launched during national apprenticeship week in conjunction with our partner, Coleg Cambria. Recruitment for 23 placements covering 9 disciplines commenced in April 2019. A total of 84 candidates were shortlisted to attend for interview over two days on 28th and 29th May 2019, with second stage interviews to follow. Local agreement on a new pay model was reached in March 2019. The new pay model was developed to deliver the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20), and changes made as part of the maintenance of the Single Status Agreement (2014). The new pay model has passed the tests of being legal, equitable and affordable.</p> <p>Last Updated: 18-Jun-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which has been launched on the Council's website. The Customer Account enables residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements in 2019/20 as the account is extended.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	40.00%	 AMBER	 AMBER



**ACTION PROGRESS COMMENTS:**



Asset rationalisation planning is moving to County Hall, Mold Campus master planning phase, with work now required to specify and procure specific planning advisers to develop the wider site areas of the Campus. Rationalisation work in terms of our corporate estate has been focused on the delivery of Ty Dewi Sant which paves the way for the demolition of phases 3 and 4 of County Hall. The Council continues to review its current estate and delivery of its rationalisation plans. These plans are wide ranging and deal with the managed disposal of its agricultural estate to sitting tenants where they have expressed a wish to do so, to the rationalisation and intensification of use of our office buildings. The most recent piece of activity relates to the main County Hall complex phases 1 to 4 and the exploration of a wider campus use study.



Last Updated: 19-Jun-2019






ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	83.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The ethical code requires the Council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June 2018. 24 out of the 29 commitments within the Code have been actioned.</p> <p>Last Updated: 23-Jun-2019</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network (PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The PSN accreditation is now in place and will expire in May 2020. Our security policies are having a final review to ensure they meet both PSN and Cyber Essentials. As part of a Welsh Government initiative, the Council will also be embarking on Cyber Essentials Plus accreditation which will add an additional layer of assurance to security measures in place. Whilst the accreditation is unlikely to be in place until 2020, the preparatory work has started which will serve to improve the processes already in place. All work scheduled for 2018/19 is now complete and the same action will appear in next year's plan with associated regular updates.</p> <p>Last Updated: 23-Apr-2019</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved for Council Tax in 2018/19. This outturn maintains exactly the same collection level as 2017/18 following Council Tax charges increased by 6.71%.</p> <p>The impacts of Universal Credit were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction, despite advice and support. It is anticipated the collection rate of 98.23% will, as a minimum, be in the top-quartile of Wales. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%. During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%. The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000. To support the recovery process, monthly reporting to Chief Officers is now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers. This system is working well and excellent progress is being made.</p> <p>Last Updated: 09-Apr-2019</p>							


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## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7,970,000	5,405,000	↓	5,511,000	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> The actual efficiencies achieved as at the M12 Revenue Budget Monitoring Report is £5,405,000</p> <p>Last Updated: 16-Jul-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	95	98	↑	95	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> As per the Revenue Monitoring Month 12 report it is confirmed that 98% of efficiencies have been achieved</p> <p>Last Updated: 16-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.04	0.2	↓	0.5	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> At Month 12 revenue budget monitoring out-turn is £0.608m against a total budget of £264.328m. This is final outturn.</p> <p>Last Updated: 16-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) Council employees lost due to sickness absence	8.8	10.49	↓	8.5	 RED

**Lead Officer:** Sharon Carney - Lead HR Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Progress Comment:** The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales.

Last Updated: 18-Apr-2019


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	86.34	74.04	↓	100	 RED

**Lead Officer:** Sharon Carney - Lead HR Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Progress Comment:** The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20.


Last Updated: 18-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	62,920	N/A	0	N/A
<p><b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Progress Comment:</b> A high volume of online transactions were undertaken in quarter 4 and includes website and mobile app enquiries. The Garden Waste collection service went live in February and a high majority of applications were made via the Council's website.</p> <p>Last Updated: 02-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 Number of online payments received	No Data	30,446	N/A	0	N/A
<p><b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Progress Comment:</b> 30,446 online payments were made during 2018/19. The total value of these transactions is £4,653,797.78 and the highest volume of transactions refer to Revenue services (Council Tax, Rent, Bailiffs).</p> <p>Last Updated: 02-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Ian Edwards - Senior Quantity Surveyor  <b>Progress Comment:</b> 3 projects over £150k value have been completed on time this year</p> <p>Last Updated: 09-Apr-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.2M02 The percentage of major capital projects which are completed within budget	100	100	↔	0	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Ian Edwards - Senior Quantity Surveyor  <b>Progress Comment:</b> 3 projects over £150k value have been completed on budget this year</p> <p>Last Updated: 09-Apr-2019</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	12.36	N/A	4.5	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> David Barnes - Manager - Revenues  <b>Progress Comment:</b> During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%. The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000. The introduction of a new direct debit system in Q1 of 2019/20, coupled with the introduction of a more robust escalation process for disputed debt, should help to reduce debt levels even further during 2019/20.</p> <p>Last Updated: 31-May-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	98.2	98.23	↑	98.3	 AMBER
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance <b>Reporting Officer:</b> David Barnes - Manager - Revenues <b>Progress Comment:</b> An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved in 2018/19. This outturn maintains exactly the same collection level as 2017/18 which is an achievement in its own right since Council Tax charges increased by 6.71% and the impacts of UC were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction Scheme (CTRS), despite advice and support. It is anticipated the collection rate of 98.23% will be in the top-quartile of Wales as a minimum. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%.</p> <p>Last Updated: 08-Apr-2019</p>					

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## Risks

### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red	↔	Open
<p><b>Potential Effect:</b> Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p><b>Management Controls:</b> In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p><b>Progress Comment:</b> Council considered the final stage 3 of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.</p> <p>Last Updated: 28-Jun-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p><b>Management Controls:</b> Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p><b>Progress Comment:</b> A detailed programme of works has been developed including all the Council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.</p> <p>Last Updated: 02-Jul-2019</p>						



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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 19 <sup>th</sup> September 2019
<b>Report Subject</b>	Annual Improvement Report of the Auditor General for Wales 2018/19
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This Annual Improvement Report (AIR) summarises the audit and regulatory work undertaken at the Council by the Wales Audit Office since the last report was published in November 2018.

Overall the Auditor General for Wales has reached a positive conclusion. *“The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward.”*

No formal recommendations have been made during the year.

There are a number of new voluntary proposals for improvement arising from two of the reviews undertaken by the Wales Audit Office.

### RECOMMENDATIONS

1.	To be assured by the Auditor General for Wales' Annual Improvement Report for 2018/19.
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## **REPORT DETAILS**

<b>1.00</b>	<b>The Annual Improvement Report</b>
1.01	The Auditor General under the Local Government (Wales) Measure 2009 (Measure) undertakes and publishes an annual improvement report for all Welsh Councils, Fire and Rescue Authorities and National Park Authorities.
1.02	This is the ninth Annual Improvement Report for Flintshire. This year's report is a summary of the audit, regulatory and inspection work carried out in 2018/19.
1.03	Overall the Auditor General has concluded that:  <i>"The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward."</i>
1.04	The Auditor General has not made any statutory recommendations with which the Council must comply.
1.05	<p>There are a number of new voluntary proposals for improvement in two of the reviews undertaken, namely; "Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations - Examination of The Green Council: maximising the recovery and recycling of waste" and "Local government use of data local report".</p> <p>The proposals for improvement are contained in the Appendix and the embodied link.</p> <p>As part of our established protocol, all proposals for improvement from regulatory reports (both local and national) are assessed to establish if further improvements need to be undertaken.</p> <p>The Council's response to these proposals for improvement is contained within Appendix 2.</p>

<b>2.0</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications as part of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Cabinet have received this report and endorsed the Council response. They will continue to receive future reports relating to external regulatory work as part of their Forward Work programme.</p> <p>Audit Committee have received this report as part of their assurance work in September.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Findings from the Wales Audit Office are risk managed as part of regular monitoring.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p><b>Appendix 1:</b> Annual Improvement Report June 2019</p> <p><b>Appendix 2:</b> Proposals for Improvement and the Council's response</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p><b>Telephone:</b> 01352 702740</p> <p><b>E-mail:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Annual Improvement Report:</b> The Annual Improvement Report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a summary of the regulatory work of the past year.</p>
7.02	<p><b>Wales Audit Office:</b> 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.</p>

Mae'r dudalen hon yn wag yn bwrpasol



WALES **AUDIT** OFFICE  
SWYDDFA **ARCHWILIO** CYMRU

# Annual Improvement Report

## Flintshire County Council

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Gwilym Bury, Charlotte Owen, and Jeremy Evans under the direction of Huw Rees.

**Adrian Crompton**  
**Auditor General for Wales**  
**Wales Audit Office**  
**24 Cathedral Road**  
**Cardiff**  
**CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

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# Summary report

## 2018-19 performance audit work

- 1 To decide the range and nature of the work we would undertake during the year, we considered how much we already know from all previous audit and inspection work and from other sources of information including Flintshire County Council's (the Council) own mechanisms for review and evaluation. For 2018-19, we undertook improvement assessment work; an assurance and risk assessment project and work in relation to the Well-being of Future Generations Act at all councils. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2018-19.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 2](#).

## The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20. However, all councils face significant financial pressures which will need continued attention in the short and medium term to enable them to reach a stable and sustainable position.

## Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
  - make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
  - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
  - conduct a special inspection, publish a report and make recommendations; and



- recommend to ministers of the Welsh Government that they intervene in some way.

5 During the course of the year, the Auditor General did not make any formal recommendations. However, we have made a number of proposals for improvement and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

## Audit, regulatory and inspection work reported during 2018-19

Exhibit 1: audit, regulatory and inspection work reported during 2018-19

Description of the work carried out since the last Annual Improvement Report, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
February 2019	<p><b>Assurance and Risk Assessment</b> Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council:</p> <ul style="list-style-type: none"> <li>• putting in place proper arrangements to secure value for money in the use of resources;</li> <li>• putting in place arrangements to secure continuous improvement; and</li> <li>• acting in accordance with the sustainable development principle in setting wellbeing objectives and taking steps to meet them.</li> </ul>	<p><b>Arising from our review and discussions with the Council, we identified the following challenges for the Council for inclusion in our 2019-20 audit programme<sup>1</sup>:</b></p> <ul style="list-style-type: none"> <li>• Assurance and Risk Assessment: to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources.</li> <li>• Financial sustainability: a project common to all local councils that will assess financial sustainability in light of current and anticipated future challenges.</li> <li>• Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations: Focus on the creativity, capacity and rigour of partnership governance and management arrangements to consider the WFG Act (by using the PSB and one or more of their shared work programmes as a reference).</li> <li>• Rent arrears: a review to look at the Council's strategy for stabilising and recovering Council tenant rent arrears and its work on administering Discretionary Housing Payments.</li> <li>• Digital: A diagnostic study on the Council's overall planning and the sufficiency of resources to achieve the deliverables.</li> </ul>	Not applicable

<sup>1</sup> Subject to change should any matters of risk arise in year

Issue date	Brief description	Conclusions	Proposals for improvement
February 2019	<p><b>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations</b></p> <p>Examination of the extent to which the Council has acted in accordance with the sustainable development principle when taking the following step: 'Examination of The Green Council: maximising the recovery and recycling of waste'.</p>	<p><b>The Council has mainly acted in accordance with the sustainable development principle in setting the 'step' and has generally taken account of the five ways of working in the actions it is taking to deliver it:</b></p> <ul style="list-style-type: none"> <li>• The Council needs to do more to balance current and long-term needs within the national and local context.</li> <li>• The Council understands the environmental and financial impacts of inaction and has considered how its actions can prevent these problems worsening.</li> <li>• The Council has considered how the step supports its well-being objective of a 'Green Council' and the Welsh Government's waste strategy, but it is not clear if the Council has actively considered how the step impacts on its other well-being objectives or those of other bodies.</li> <li>• The Council is collaborating with key stakeholders across north Wales to deliver its objectives and recognises there is potential to work more closely.</li> <li>• Whilst there are positive examples of stakeholder involvement, the Council could involve the public at an earlier stage and produce comprehensive equality impact assessments for all policy decisions on major service changes.</li> </ul>	<p>The Council elected to undertake a number of actions as a results of the review, these are detailed <a href="#">in our full report</a>.</p>

Issue date	Brief description	Conclusions	Proposals for improvement
November 2018	<p><b>Annual Audit Letter 2017-18</b></p> <p>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in <b>Appendix 2</b> of this report.</p>	<ul style="list-style-type: none"> <li>• The Council complied with its responsibilities relating to financial reporting and use of resources.</li> <li>• I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.</li> <li>• My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems.</li> <li>• The Council has a track record of managing its finances, but the significant financial challenge will continue over the medium term.</li> </ul>	None

Issue date	Brief description	Conclusions	Proposals for improvement
<b>Local risk-based performance audit</b>			
December 2018	<b>Local government use of data local report</b>	The accompanying national report to the local report concluded that local authorities across Wales are slow to develop a culture that values and uses data effectively to improve services and outcomes.	<p>P1 The Authority needs to develop a more unified and corporate approach to using data. It can do this by:</p> <ul style="list-style-type: none"> <li>continuing to embed its 'tell us once' project and build on the integration of datasets as was done with the datasets which informed the Council Plan. More generally, data tool respondents feel the Authority lacks a corporate ownership of data projects. A change in culture and a stronger leadership on data will support the creation of an environment that treats data as a key resource. This will help to extend the benefits of data-led decisions to all service areas.</li> </ul> <p>P2 The Authority collects data at almost every interaction with its citizens, whether face to face, over the phone or on social media and it needs to ensure it continues to protect the information it holds whilst making the best use of this wealth of data. Updating data sharing protocols and providing refresher training – focusing on what people can do rather than what they cannot do – will help to ensure that service managers know when and what they can share, thereby helping to make better use of shared data.</p> <p>P3 Our national report highlights Flintshire County Council's approach to building capacity and driving a more collaborative culture across the county. Whilst the Digital Flintshire 2017-2022 strategy outlines how digital information and technology will be used to support the Authority's improvement priorities and strategic plans, and ensuring customers have the digital skills to access services and information online, having the right staff with the right skills to turn its wealth of data into usable evidence remains a challenge. Indeed, ensuring adequate resources and sufficient capacity are ongoing challenges for all local authorities. A significant proportion who responded to our data tool do not believe the Authority has sufficient staff with the skills to maximise the use of data. Without upskilling staff to make better use of data the Authority risks missing opportunities to better use data to improve its efficiency and effectiveness. Investing to make better use of data will result in better outcomes for citizens and create long-term efficiencies for the Authority. The Well-being of Future Generations (Wales) Act 2015 provides the perfect impetus for the Authority to think long term.</p>

Issue date	Brief description	Conclusions	Proposals for improvement
<b>Local risk-based performance audit</b>			
December 2018	<b>Local government use of data local report</b>	The accompanying national report to the local report concluded that local authorities across Wales are slow to develop a culture that values and uses data effectively to improve services and outcomes.	P4 Understanding the data and the level of analysis provided to inform business planning and decision making is an area for improvement for all local authorities. The Authority should review the range and quality of the information needed by decision makers and the format it is presented in. This will enable the Authority to set corporate data reporting standards to ensure the data that is presented to senior officer and Elected Members is accessible, easily understandable and equips decision makers to fulfil their responsibilities as effectively as possible.
<b>Improvement planning and reporting</b>			
April 2018	<b>Wales Audit Office annual improvement audit</b> Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	None

Issue date	Brief description	Conclusions	Proposals for improvement
<b>Improvement planning and reporting</b>			
October 2018	<b>Wales Audit Office annual assessment of performance audit</b> Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None
<b>Reviews by inspection and regulation bodies</b>			
Care Inspectorate Wales (CIW) and Estyn	<b>There were no other published Flintshire County Council inspections in this period. However Estyn inspected a number of Flintshire schools, and care services that are registered with CiW were subject to inspection.</b>		Not applicable

# Appendix 1

## Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.



# Appendix 2

## Annual Audit Letter

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Please contact us in Welsh or English.

Cysylltwch â ni'n Gymraeg neu'n Saesneg.

Councillor Aaron Shotton – Leader  
Colin Everett – Chief Executive  
Flintshire County Council  
County Hall  
Mold  
Flintshire  
CH7 6NB  
Reference: 963A2018-19  
**Date issued:** 30 November 2018

Dear Aaron and Colin

## Annual Audit Letter – Flintshire County Council 2017-18

### The Council complied with its responsibilities relating to financial reporting and use of resources

It is Flintshire County Council's (the Council's) responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare financial statements in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. The draft financial statements were shared with us on 15 June 2018, two weeks earlier than the statutory deadline. Despite the shorter timescale, the draft financial statements were prepared to a good standard and were supported by comprehensive and timely working papers. The key matters arising from the audit of the financial statements were reported to members of the Audit Committee and Council in my Audit of Financial Statements report on 12 September 2018.

On 14 September 2018, I issued an unqualified audit opinion on the group financial statements of the Council confirming that they present a true and fair view of the Council's financial position and transactions. I issued the certificate confirming that the audit of the accounts had been completed on 17 September 2018.

I also received draft financial statements for the Clwyd Pension Fund on 15 June 2018, two weeks ahead of the statutory deadline. The draft financial statements were also prepared to a good standard and I issued an unqualified opinion on the Clwyd Pension Fund financial statements on 7 September 2018.

### **I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources**

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General published his Annual Improvement Report in September 2018 and concluded that the Council was meeting its statutory requirements in relation to continuous improvement.

### **My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems**

My ongoing work on the certification of grants claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. I will report any key issues to the Audit Committee in my annual Grants Certification report once this year's programme of certification work is complete.

### **The Council has a track record of managing its finances, but the significant financial challenge will continue over the medium term**

Austerity funding remains the most significant challenge facing local government bodies in Wales and these financial pressures are likely to continue for the medium term. The recent provisional local government funding settlement will see the Council's Aggregate External Finance (AEF) decrease by 1.0%.

In 2017-18 Council spend was £1.6 million less than budgeted which was mainly due to the change in the Council's Minimum Revenue Provision which had a positive impact of

£1.4 million. In addition, the Council reported a greater net yield from council tax of £0.5 million, resulting in an overall Council Fund underspend of £2.1 million. At 31 March 2018, the Council had useable reserves of £28.6 million, £13.7 million in the Council Fund reserve and a further £14.9 million in earmarked and locally managed schools' reserves.

In setting its 2018-19 budget, the Council identified the need to make efficiencies and savings of £5.5 million to address its annual funding gap. As at September 2018, the Council reported that it anticipated achieving £5.3 million of the identified savings and was projecting a year-end overspend of £0.2 million without any new actions to reduce cost pressures which the Council is looking to mitigate by the end of the financial year. The Council has reported social services cost pressures, largely due to continuing pressures with Out of County placements, and an overspend in Streetscene and Transportation of £1.1 million.

Since 2008, the Council has reported nearly £85 million of efficiencies and savings. Additional efficiencies and savings will be required in the future, with the Council's latest forward financial plan projecting a revenue funding shortfall of £15.2 million in 2019-20. The Council recognises the significance of its financial position and has adopted a three-stage approach for meeting the challenge, firstly identifying solutions from corporate finance budget and secondly from service budgets. The Council approved Stage 1 and 2 solutions in November 2018, leaving a remaining shortfall of £6.7 million.

The Council is now working on Stage 3 of the approach which predominantly revolves around campaigning for additional funding from the Welsh Government and considerations around the required increase in Council Tax. This represents a significant challenge to the Council in being able to meet its statutory responsibility to set a balanced budget. We will continue to monitor progress over the coming months.

The financial audit fee for 2017-18 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely



**Richard Harries**  
**Engagement Director**  
**For and on behalf of the Auditor General for Wales**

# Appendix 3

## National report recommendations 2018-19

Exhibit 2: national report recommendations 2018-19

Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR.

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Date of report	Title of review	Recommendation
October 2018	<u><a href="#">Procuring Residual and Food Waste Treatment Capacity</a></u>	<p><b>R1</b> The projections for the three residual waste projects in the Programme assume that, across the 14 councils involved, the overall amount of residual waste will increase through the lifetime of the contracts. If these projections are accurate then something significant would have to occur beyond 2040 to reach zero waste across these council areas by 2050. If the projections are not accurate then there is the risk that councils will pay for capacity they do not need. <b>We recommend that the Welsh Government:</b></p> <ul style="list-style-type: none"> <li>• <b>in reviewing the Towards Zero Waste strategy, considers how its ambition of there being no residual waste by 2050 aligns with current projections for residual waste treatment; and</b></li> <li>• <b>works with councils to consider the impact of changes in projections on the likely cost of residual waste projects and any mitigating action needed to manage these costs.</b></li> </ul>

Date of report	Title of review	Recommendation
October 2018	<a href="#"><u>Procuring Residual and Food Waste Treatment Capacity</u></a>	<p><b>R2</b> The Welsh Government's programme support to date has mainly focused on project development and procurement. Now that most of the projects are operational, the focus has shifted to contract management. <b>We recommend that the Welsh Government continue its oversight of projects during the operational phase by:</b></p> <ul style="list-style-type: none"> <li>• <b>building on its existing model of providing experienced individuals to assist with project development and procurement and making sure input is available to assist with contract management if required;</b></li> <li>• <b>setting out its expectations of councils regarding contract management;</b></li> <li>• <b>ensuring partnerships revisit their waste projections and associated risks periodically, for example to reflect updated population projections or economic forecasts; and</b></li> <li>• <b>obtaining from partnerships basic management information on gate fees paid, amount of waste sent to facilities and quality of contractor service.</b></li> </ul>

Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Local Government Services to Rural Communities</a></u>	<p><b>R1</b> Socio economic change, poor infrastructure and shifts in provision of key services and facilities have resulted in the residualisation of communities in rural Wales. <b>We recommend that Welsh Government support public bodies to deliver a more integrated approach to service delivery in rural areas by:</b></p> <ul style="list-style-type: none"> <li>• refreshing rural grant programmes to create sustainable financial structures, with multi-year allocations; and</li> <li>• helping people and businesses make the most of digital connectivity through targeted and more effective business and adult education support programmes.</li> </ul> <p><b>R2</b> The role of Public Service Boards is evolving but there are opportunities to articulate a clearer and more ambitious shared vision for rural Wales (see paragraphs 2.2 to 2.9 and 2.28 to 2.31). <b>We recommend that PSB public service partners respond more effectively to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• assessing the strengths and weaknesses of their different rural communities using the Welsh Government’s Rural Proofing Tool and identify and agree the local and strategic actions needed to support community sustainability; and</li> <li>• ensuring the Local Well-Being Plan sets out a more optimistic and ambitious vision for ‘place’ with joint priorities co-produced by partners and with citizens to address agreed challenges.</li> </ul>

Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Local Government Services to Rural Communities</a></u>	<p><b>R3</b> To help sustain rural communities, public services need to think differently in the future (see paragraphs 3.1 to 3.12). <b>We recommend councils provide a more effective response to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• <b>ensuring service commissioners have cost data and qualitative information on the full range of service options available; and</b></li> <li>• <b>using citizens' views on the availability, affordability, accessibility, adequacy and acceptability of council services to shape the delivery and integration of services.</b></li> </ul>

Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Local Government Services to Rural Communities</a></u>	<p><b>R4</b> To help sustain rural communities, public services need to act differently in the future (see paragraphs 3.1 to 3.12). <b>We recommend councils do more to develop community resilience and self-help by:</b></p> <ul style="list-style-type: none"> <li>• <b>working with relevant bodies such as the Wales Co-operative Centre to support social enterprise and more collaborative business models;</b></li> <li>• <b>providing tailored community outreach for those who face multiple barriers to accessing public services and work;</b></li> <li>• <b>enhancing and recognising the role of town and community councils by capitalising on their local knowledge and supporting them to do more;</b></li> <li>• <b>encouraging a more integrated approach to service delivery in rural areas by establishing pan-public service community hubs, networks of expertise, and clusters of advice and prevention services;</b></li> <li>• <b>enabling local action by supporting community asset transfer identifying which assets are suitable to transfer, and having the right systems in place to make things happen; and</b></li> <li>• <b>improving community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</b></li> </ul>



Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Waste Management in Wales: Municipal Recycling</a></u>	<p><b>R1</b> Benchmarking work has found that the cost of certain waste management services shows surprising variation (paragraphs 1.31-1.39). <b>The Welsh Government should work with councils to understand better the basis of the variation in spending on waste management services that are fundamentally the same and ensure that waste management costs are accounted for in a consistent way.</b></p> <p><b>R2</b> The Welsh Government believes that, if applied optimally, its Collections Blueprint offers the most cost-effective overall means of collecting recyclable resources but is planning further analysis (paragraphs 1.40-1.51). <b>When undertaking its further analysis to understand better the reasons for differences in councils' reported costs, and the impact on costs where councils have adopted the Collections Blueprint, we recommend that the Welsh Government:</b></p> <ul style="list-style-type: none"> <li>• explores how the cost of collecting dry recyclables may affect the overall cost of providing kerbside waste management services to households; and</li> <li>• compares the actual costs with the costs modelled previously as part of the Welsh Government-commissioned review of the Collections Blueprint for councils that now operate the Collections Blueprint.</li> </ul>

Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Waste Management in Wales: Municipal Recycling</a></u>	<p><b>R3</b> The Welsh Government has undertaken to consider alternatives to the current weight-based recycling targets which can better demonstrate the delivery of its ecological footprint and carbon reduction goals (paragraphs 2.38-2.45). <b>We recommend that the Welsh Government replace or complement the current target to recycle, compost and reuse wastes with performance measures to refocus recycling on the waste resources that have the largest impact on carbon reduction, and/or are scarce. We recognise that the Welsh Government may need to consider the affordability of data collection for any alternative means of measurement.</b></p> <p><b>R4</b> In refreshing Towards Zero Waste, the Welsh Government needs to show that wider sustainability benefits sought through municipal recycling offer value and cannot be more readily attained in other ways and at lower cost including, but not necessarily limited to, other waste management interventions (paragraphs 2.52-2.53). <b>The Welsh Government should demonstrate in the revised waste strategy that not only is it possible to recycle a greater proportion of municipal waste, but how doing so maximises its contribution to achieving its sustainable development objectives.</b></p>

Date of report	Title of review	Recommendation
November 2018	<u><a href="#">Provision of Local Government Services to Rural Communities: Community Asset Transfer</a></u>	<p><b>R1</b> Local authorities need to do more to make CATs (Community Asset Transfers) simpler and more appealing, help build the capacity of community and town councils, give them more guidance in raising finance, and look to support other community development models such as social enterprises that support social value and citizen involvement. <b>In addition, we recommend that local authorities monitor and publish CAT numbers and measure the social impact of CATs.</b></p> <p><b>R2</b> Local authorities have significant scope to provide better and more visible help and support before, during, and after the community asset transfer process. <b>We conclude that there is considerable scope to improve the business planning, preparation, and aftercare for community asset transfer. We recommend that local authorities:</b></p> <ul style="list-style-type: none"> <li>• <b>identify community assets transfer's role in establishing community hubs, networks of expertise and clusters of advice and prevention services;</b></li> <li>• <b>work with town and community councils to develop their ability to take on more CATs;</b></li> <li>• <b>identify which assets are suitable to transfer, and clarify what the authority needs to do to enable their transfer;</b></li> <li>• <b>ensure their CAT policy adequately covers aftercare, long term support, post transfer support, signposting access to finance, and sharing the learning about what works well; and</b></li> <li>• <b>support community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</b></li> </ul>

Date of report	Title of review	Recommendation
December 2018	<u><a href="#">The maturity of local government in use of data</a></u>	<p><b>R1 Part 1 of the report highlights the importance of creating a strong data culture and clear leadership to make better use of data. We recommend that local authorities:</b></p> <ul style="list-style-type: none"> <li>• have a clear vision that treats data as a key resource;</li> <li>• establish corporate data standards and coding that all services use for their core data;</li> <li>• undertake an audit to determine what data is held by services and identify any duplicated records and information requests; and</li> <li>• create a central integrated customer account as a gateway to services.</li> </ul> <p><b>R2 Part 2 of the report notes that whilst it is important that authorities comply with relevant data protection legislation, they also need to share data with partners to ensure citizens receive efficient and effective services. Whilst these two things are not mutually exclusive, uncertainty on data protection responsibilities is resulting in some officers not sharing data, even where there is agreement to provide partners with information. We recommend that authorities:</b></p> <ul style="list-style-type: none"> <li>• provide refresher training to service managers to ensure they know when and what data they can and cannot share; and</li> <li>• review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities.</li> </ul>

Date of report	Title of review	Recommendation
December 2018	<u><a href="#">The maturity of local government in use of data</a></u>	<p><b>R3 In Part 3 of our report, we conclude that adequate resources and sufficient capacity are ongoing challenges. However, without upskilling staff to make better use of data, authorities are missing opportunities to improve their efficiency and effectiveness.</b> We recommend that authorities:</p> <ul style="list-style-type: none"> <li>• identify staff who have a role in analysing and managing data to remove duplication and free up resources to build and develop capacity in data usage; and</li> <li>• invest and support the development of staff data analytical, mining and segmentation skills.</li> </ul> <p><b>R4 Part 4 of our report highlights that authorities have more to do to create a data-driven decision-making culture and to unlock the potential of the data they hold.</b> We recommend that local authorities:</p> <ul style="list-style-type: none"> <li>• set data reporting standards to ensure minimum data standards underpin decision making; and</li> <li>• make more open data available.</li> </ul>

Date of report	Title of review	Recommendation
March 2019	<u><a href="#">Waste Management in Wales - Preventing waste</a></u>	<p><b>R1 Increasing the focus on waste prevention to reflect the overall aims of Towards Zero Waste</b></p> <p>Available data on the amount of waste produced suggests mixed progress to deliver the Welsh Government's waste prevention targets. We recommend that the Welsh Government:</p> <ul style="list-style-type: none"> <li>a) revisits the relative priority it gives to recycling and waste prevention as part of its review of Towards Zero Waste;</li> <li>b) sets out clearly the expectations on different organisations and sectors for waste prevention; and</li> <li>c) revisits its overall waste prevention targets and the approach it has taken to monitor them in light of progress to date, examples from other countries and in the context of current projections about waste arising through to 2050.</li> </ul> <p><b>R2 Improving data on commercial, industrial, construction and demolition waste</b></p> <p>The Welsh Government is a partner in initial work to assess the feasibility of developing a new digital solution to track all waste. If this preferred option does not succeed, we recommend that the Welsh Government works with Natural Resources Wales to explore the costs and benefits of other options to improve non-municipal waste data in Wales, including additional powers to require waste data from businesses.</p>

Date of report	Title of review	Recommendation
March 2019	<u>Waste Management in Wales - Preventing waste</u>	<b>R3 Enhancing producer responsibility and using more legal, financial and fiscal levers</b>  The Welsh Government has opportunities to influence waste prevention through legislation and financial incentives. It can also influence changes at the UK level where fiscal matters are not devolved. We recommend that the Welsh Government consider whether provisions to extend producer responsibility and the use of financial powers such as grant conditions, fiscal measures and customer charges and incentives, are needed to promote and to prioritise waste prevention.

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# Wales Audit Office Annual Improvement Report

## Executive Response

June 2019

The following is a progress report on the Proposals for Improvement contained in response to the Annual Improvement Report published June 2019.

Report Title	Proposals for Improvement including overall lead.	Action response	RAG Status
<p><b>Well-being of Future Generations:</b> An examination of the Green Council: maximising the recovery and recycling of waste.</p>	<p><b>Long term</b> There is a need to think longer term and for the Council to develop its own regional and local needs, challenges and opportunities to help it deliver its 2050 aim of zero waste.</p> <p>Chief Officer – Streetscene and Transportation</p>	<p>This is embodied within the Council's five-year Waste Strategy.</p>	<b>G</b>
	<p><b>Prevention</b> Although the Council regularly monitors the total amount of waste generated within the county and the proportion being recycled, it could take further action to reduce overall waste volume.</p> <p>Chief Officer – Streetscene and Transportation</p>	<p>This is embodied within the Council's five-year Waste Strategy.</p>	<b>G</b>
	<p><b>Prevention</b> Improve the customer experience at HRCs with better support from staff.</p> <p>Chief Officer – Streetscene and Transportation</p>	<p>We will work with the Wales Audit Office on their Service User perspective at our HRC sites.</p>	<b>G</b>
	<p><b>Integration</b> The Council should give more consideration to how it can integrate its well-being objectives and assess their impact on the well-being objectives of other bodies.</p> <p>Chief Executive</p>	<p>The Council will be re-setting its well-being objectives as part of the Council Plan setting, which will include not just the work led by the Council, but also consideration of partnership working and its impact on the well-being objectives of other bodies.</p>	<b>G</b>

Report Title	Proposals for Improvement including overall lead.	Action response	RAG Status
	<p><b>Involvement</b> Sometimes the Council may benefit from engaging with stakeholders earlier in the process. For example, by involving stakeholders in the early design stage of the HRC process, the Council may have avoided negative publicity and agreed on a final approach more quickly and easily.</p> <p>Chief Executive</p>	<p>We will review where we have been successful in other involvement exercises to apply lessons learned to future policy reviews.</p>	<p><b>A</b></p>
	<p><b>Involvement</b> A more consistent approach needs to be taken to completing comprehensive equality impact assessments (EIA) and making them available to the decision-making process.</p> <p>Chief Executive</p>	<p>The work undertaken on developing the EIA approach into a fully integrated impact assessment (including the well-being goals and sustainable development principles) will be completed in-year.</p>	<p><b>A</b></p>
	<p><b>Involvement</b> Members we spoke to reflected that, although they are confident that officers consider the WFG Act, this is not clearly demonstrated in the reports we receive.</p> <p>Chief Executive</p>	<p>Completion of work being undertaken to incorporate the thinking behind the WFG Act within reports to Members.</p>	<p><b>A</b></p>
	<p><b>Corporate arrangements</b> The Council needs to assure itself that it is considering the five ways of working in the actions it takes to achieve its well-being objectives.</p> <p>Chief Executive</p>	<p>This will be undertaken as part of the re-setting of the Council's well-being objectives.</p>	<p><b>A</b></p>
	<p><b>Corporate arrangements</b> The Council needs to consider how to include a learning cycle to help it further embed the five ways of working in setting and delivering its well-being objectives.</p> <p>Chief Executive</p>	<p>Setting and delivery of the revised set of well-being objectives will be fully integrated with the five ways of working.</p>	<p><b>A</b></p>

Report Title	Proposals for Improvement including overall lead.	Action response	RAG Status
		<p><b>All the above 'Ways of working'</b>  The 'ways of working' and the Councils well-being objectives will be referred to in all Strategic Cabinet (and other relevant) reports from September 2019 as a significant positive, negative or neutral contribution.</p> <p>An overview of the integrated impact assessment will also be included to inform strategic decisions.</p>	A
<p><b>Local government use of data local report</b></p>	<p><b>P1</b>  The Authority needs to develop a more unified and corporate approach to using data. It can do this by:</p> <ul style="list-style-type: none"> <li>• continuing to embed its 'tell us once' project and build on the integration of datasets as was done with the datasets which informed the Council Plan. More generally, data tool respondents feel the Authority lacks a corporate ownership of data projects. A change in culture and a stronger leadership on data will support the creation of an environment that treats data as a key resource. This will help to extend the benefits of data-led decisions to all service areas.</li> </ul> <p>Chief Officer - Governance</p>	<p>We will review and publish our Information Management Strategy so that there is a clear and understood approach to data management. As identified within the report, Tell Us Once is a key part of Digital Strategy.</p>	A
	<p><b>P2</b>  The Authority collects data at almost every interaction with its citizens, whether face to face, over the phone or on social media and it needs to ensure it continues to protect the information it holds whilst making the best use of this wealth of data. Updating data sharing protocols and providing refresher training – focusing on what people can do rather than what they cannot do – will help to</p>	<p>Following work on compliance for GDPR we are working on how best to use data and information between portfolios in the provision of services for our customers and service users. We are reviewing how we balance security with</p>	A

Report Title	Proposals for Improvement including overall lead.	Action response	RAG Status
	<p>ensure that service managers know when and what they can share, thereby helping to make better use of shared data.</p> <p>Chief Officer – Governance</p>	<p>the proactive use of data.</p>	
	<p><b>P3</b>  Our national report highlights Flintshire County Council's approach to building capacity and driving a more collaborative culture across the county. Whilst the Digital Flintshire 2017-2022 strategy outlines how digital information and technology will be used to support the Authority's improvement priorities and strategic plans, and ensuring customers have the digital skills to access services and information online, having the right staff with the right skills to turn its wealth of data into usable evidence remains a challenge. Indeed, ensuring adequate resources and sufficient capacity are ongoing challenges for all local authorities. A significant proportion who responded to our data tool do not believe the Authority has sufficient staff with the skills to maximise the use of data. Without upskilling staff to make better use of data the Authority risks missing opportunities to better use data to improve its efficiency and effectiveness. Investing to make better use of data will result in better outcomes for citizens and create long-term efficiencies for the Authority.  The Well-being of Future Generations (Wales) Act 2015 provides the perfect impetus for the Authority to think long term.</p> <p>Chief Executive</p>	<p>We are developing a comprehensive plan within our digital strategy programme to ensure that each project contains as standard a strong emphasis on training and the development of digital skills. We are reviewing how we can have better control, visibility of and confidence in our data to support effective design and delivery of services.</p>	<p><b>A</b></p>
	<p><b>P4</b>  Understanding the data and the level of analysis provided to inform business planning and decision making is an area for improvement for all local authorities.</p>	<p>Work is being undertaken around the structure of reports to ensure that risks and</p>	<p><b>A</b></p>

<b>Report Title</b>	<b>Proposals for Improvement including overall lead.</b>	<b>Action response</b>	<b>RAG Status</b>
	<p>The Authority should review the range and quality of the information needed by decision makers and the format it is presented in. This will enable the Authority to set corporate data reporting standards to ensure the data that is presented to senior officer and Elected Members is accessible, easily understandable and equips decision makers to fulfil their responsibilities as effectively as possible.</p> <p>Chief Executive</p>	<p>options are well presented. This will also cover the presentation of data.</p>	

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 19 <sup>th</sup> September 2019
<b>Report Subject</b>	Employment and Workforce Quarterly update
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2019/20. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisation Age Profile (Non –Schools and Schools)
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Monitoring (Appraisals)
- Resource Management (Agency Workers)
- Equality and Diversity
- Achievements made by Human Resources within the quarter

The format of this report and the accompanying Workforce Information Dashboard reports are intended to focus on organisational performance and trends. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

This report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately.

On a periodic basis, this report will highlight key achievements or projects undertaken in support of the People Strategy and/or Council Plan.

## RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter one 2019/20 to 30 June 2019.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE WORKFORCE INFORMATION REPORT</b>
1.01	<p><b>Headcount and Full Time Equivalent (FTE)</b></p> <p>The headcount and FTE figures for quarter one show an overall increase of 5 FTE across the Council since April which is less than 1%. Non-schools show an increase of 18 FTE, and Schools show an overall decrease of 13 FTE.</p>
1.02	<p><b>Age Profiling</b></p> <p>Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling?</p> <ul style="list-style-type: none"> <li>• to identify work areas with a high average age</li> <li>• to help plan for retirements and how we will recruit or retain staff</li> <li>• to highlight patterns and trends across our workforce</li> <li>• to support workforce planning.</li> </ul> <p>Understanding our workforce profile, enables the Council to assess supply and potential problem areas within a given service/portfolio and aids succession planning by identifying any skill gaps that may arise. Without an analysis of age profile (and skills profile), no workable long term planning can be made.</p>
1.03	<p><b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b></p> <p>The turnover percentage for quarter one is 2.73%. Whilst the out turn figure is lower than the 3.19% figure reported for the same period last year, it is short of our 2% target for the quarter.</p> <p>The majority of leavers during the quarter were part of a planned, normal retirement or engaged on fixed term contracts, which is also, part of a</p>



	<p>planned exit so not a cause for concern although we will actively encourage the use of exit interviews so we can continue to monitor and understand individuals reasons for leaving.</p>
1.04	<p><b>Attendance</b></p> <p>The FTE days lost for the Council during quarter one is 2.63. This is a downturn when compared to 2018/19 which recorded 2.58 FTE days lost. The Q1 figure for Non-Schools (2.98) has seen a downturn when compared to the same period last year. However, there has been an improvement for Schools (2.18) when compared to Q1 last year. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and appropriate support and interventions are made available.</p> <p>Stress, Depression and Anxiety remains the number one recorded reason for absence, followed by absences related to musculoskeletal issues and like many employers we are continually reviewing the nature and level of support provided to manage people's health at work.</p> <p>We provide a range of work place health promotion and support with access to talking therapies/counselling via Occupational Health to facilitate an earlier return to work. We also offer positive interventions to try and avoid an absence in the first place such as early referral for physiotherapy.</p> <p>CareFirst, our employee assistance programme, has seen an increase in the number of employees accessing support. It is very positive that the majority (92%) of contacts made were self-referred; this can indicate that there is a comprehensive knowledge of Care first and the services which are readily available. It is notable that the service isn't just being used by people who are at work, but also by individuals who have been absent from work for up to six months. Recognising that line managers are critical in the success or otherwise of managing attendance, in the coming months, we will be 're-launching' the scheme with a focus on the management support aspect of the programme.</p>
1.05	<p><b>Performance Monitoring (Appraisals)</b></p> <p>As at 30 June 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 73%. However, at the time of writing this report, this figure has risen to 83%.</p> <p>All portfolios have been tasked with confirming that all appraisals completed are duly recorded in Trent, and for preparing and submitting an action plan which confirms that all outstanding appraisals are scheduled and completed before the end of the financial year (31/03/2020) and duly recorded in Trent. In addition, managers have been asked to ensure that a 'scheduled' date is duly entered into iTrent and where possible are recorded in Trent by the end of September 2019.</p> <p>HR Business Partners (HRBPs) are provided with interim reports on a periodic basis which details the completion levels by person for each of the service areas they support. HRBPs regularly attend portfolio management team meetings during which the reports are discussed and action plans</p>

	<p>agreed. Additional support can and is provided to assist, for example, with bespoke appraisal training sessions for managers.</p> <p>The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>The agency spend for quarter one is £428,000. The largest agency spend is within Streetscene and Transportation at £206,000. The second largest spend is within Social Services at £71,000.</p> <p>Overall, there were 94 active agency placements on 30 June 2019. At the time of running the report 48 placements exceeded the 12 week Agency Worker Regulations threshold.</p> <p>A reduction in the number of placements and level of spend is anticipated in quarter 3 within Streetscene and Transportation following a successful recruitment campaign which has resulted in 15 Streetscene operatives commencing employment at the beginning of September 2019.</p>
1.07	<p><b>Equality and Diversity Workforce Monitoring</b></p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity. Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>
1.08	<p><b>Achievements</b></p> <p>During quarter one, we launched our apprenticeship programme for 2019/20. Building on our partnership with Coleg Cambria we participated in a number of 'meet the employer' open days in advance of going live with our job advert which resulted in us receiving 149 applications for 23 placements across the following range of disciplines:</p> <ul style="list-style-type: none"> <li>• Business Administration</li> <li>• Countryside Services)</li> <li>• Customer Services</li> <li>• Finance (AAT)</li> <li>• Joinery</li> <li>• Streetscene/Local Environmental Services (General Operative placements)</li> <li>• Plasterer</li> </ul>

	<ul style="list-style-type: none"> <li>• Graduate ICT</li> <li>• Graduate Quantity Surveyor</li> </ul> <p>84 candidates were short-listed to attend for interview and testing over two days in May 2019. The new cohort of successful candidates have since been offered and accepted an apprenticeship of two years duration which commenced for the majority on 2 September 2019.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None arising directly from this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None as the dashboard reports appended to this report details existing actual out-turns in the various measures.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None arising directly from this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix One: Dashboard – Workforce Information Report Q1 2019/20

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development.</p> <p><b>Telephone:</b> 01352 702139</p> <p><b>E-mail:</b> <a href="mailto:sharon_carney@flintshire.gov.uk">sharon_carney@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b><u>Headcount and FTE</u></b> This will provide information on the current levels of the Council's workforce.</p> <p><b><u>Age Profiling</u></b> The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p>

**Employee Turnover and Stability (Including Redundancies and Early Retirements)**

This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.

**Attendance**

Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.

**Performance Management (Appraisals)**

Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

**Resource Management**

This information will include the usage of agency workers within the Council.

**Equality and Diversity Workforce Monitoring**

Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.

# CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2019/20 - QUARTER 1

(APRIL - JUNE)

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### TOTAL HEADCOUNT

5,960

TOTAL FTE

4,644

### LEAVERS / TURNOVER

142/4.73%

### AGENCY SPEND 2019/20

£428,000

TARGET 2019/20

£1.7m

### DAYS LOST PER FTE 2019/20

2.63

TARGET 2019/20

8.00

# QUARTER 1 2019/20 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

### TOTAL HEADCOUNT

2,778

### TOTAL FULL TIME EQUIVALENT

2,414

01/04/2019  
2,754

Increase of  
24 person  
(-0.87%)

30/06/2019  
2,778

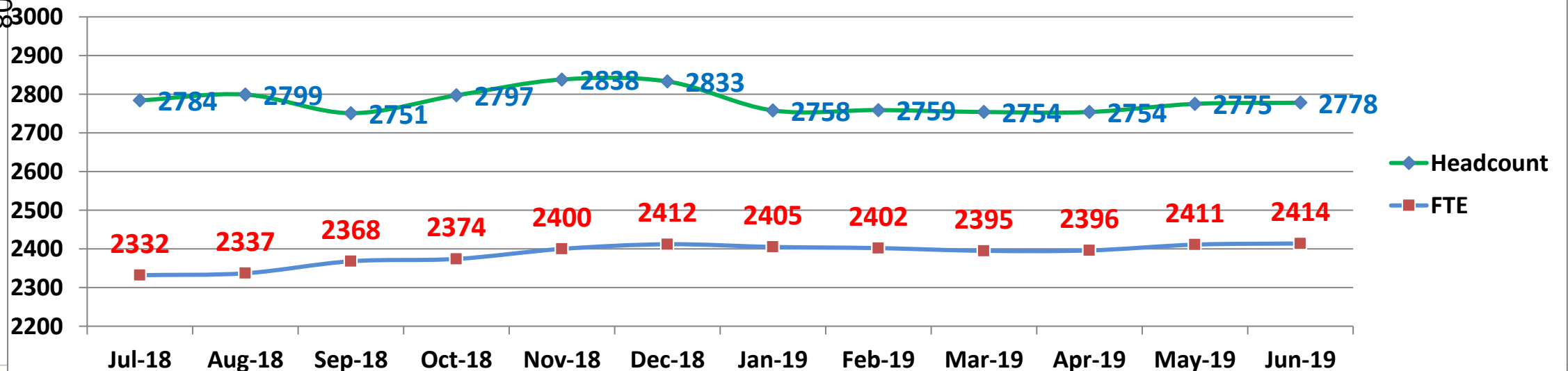
01/04/2019  
2,396

Increase of  
18 FTE  
(+0.75%)

30/06/2019  
2,414

Tudalen 208

### HEADCOUNT AND FTE - 12 MONTH TREND

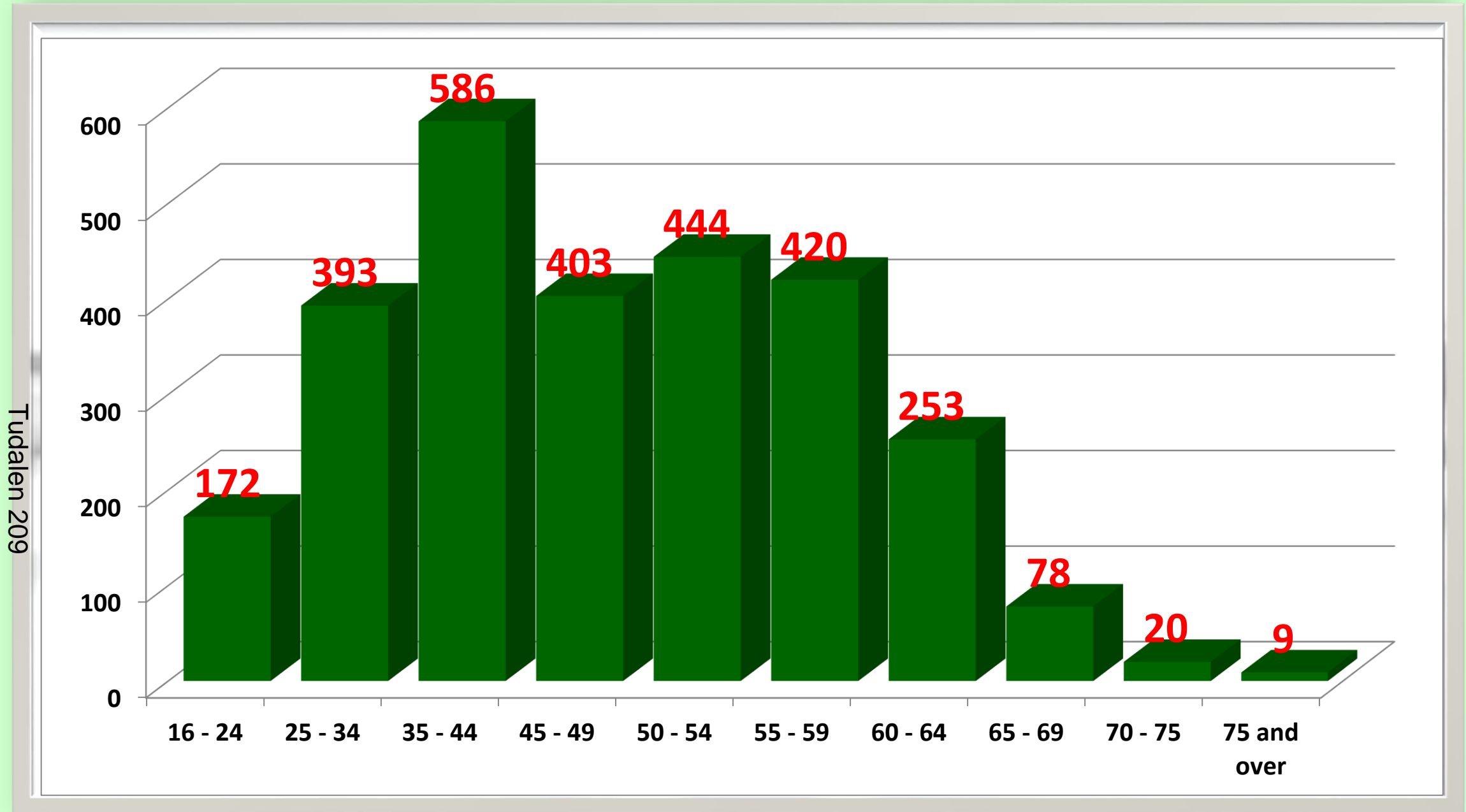




# QUARTER 1 2019/20 DASHBOARD

## AGE PROFILE - NON-SCHOOLS

5

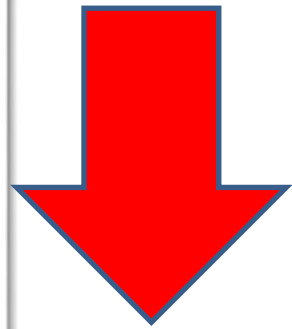


# QUARTER 1 2019/20 DASHBOARD

## ATTENDANCE - NON-SCHOOLS

6

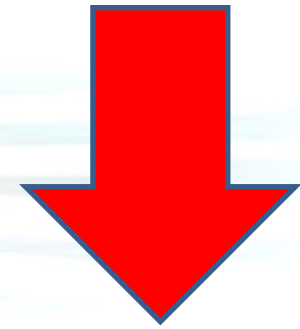
### DAYS LOST PER FTE AT 30/06/2019



30/06/2018  
2.86

2.98

30/06/2019  
2.98



**Downturn of 0.12**

### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER, DIGESTION, VOMITING

Tudalen 210

# QUARTER 1 2019/20 DASHBOARD

## TURNOVER AND STABILITY - NON SCHOOLS

7

### LEAVERS - Q1

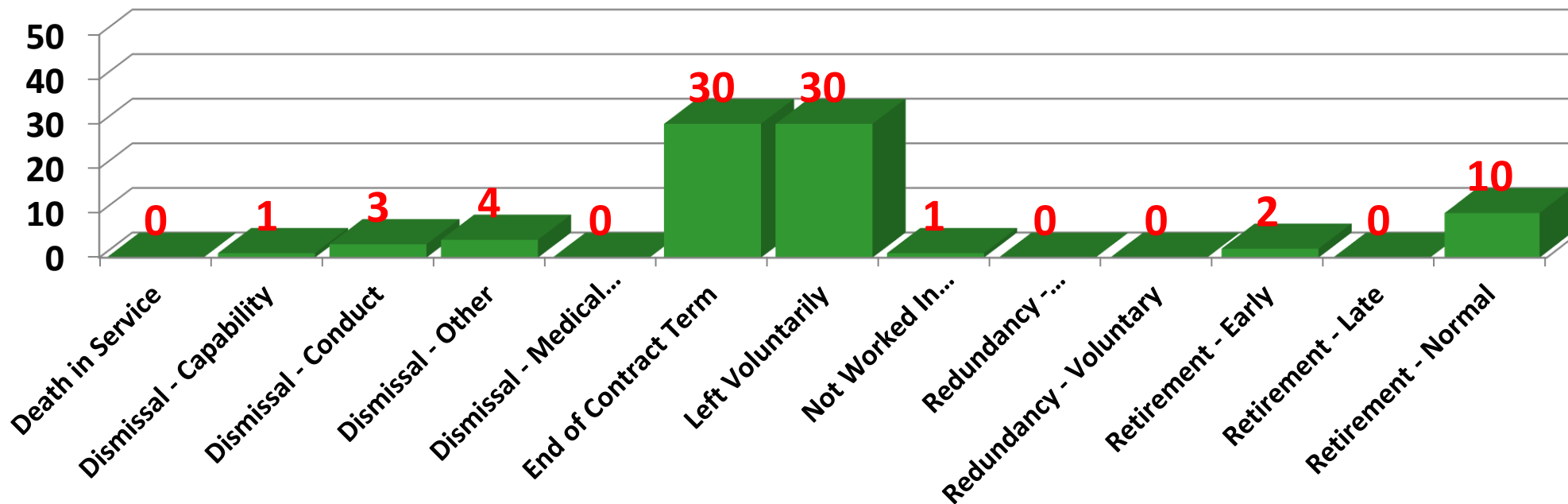
82

### LEAVERS - 2019/20

82

### LEAVER REASON - Q1

Tudalen 211



# QUARTER 1 2019/20 DASHBOARD

## EQUALITY AND DIVERSITY - NON-SCHOOLS

Tudalen 212

### GENDER BREAKDOWN

**MALE**

**993**

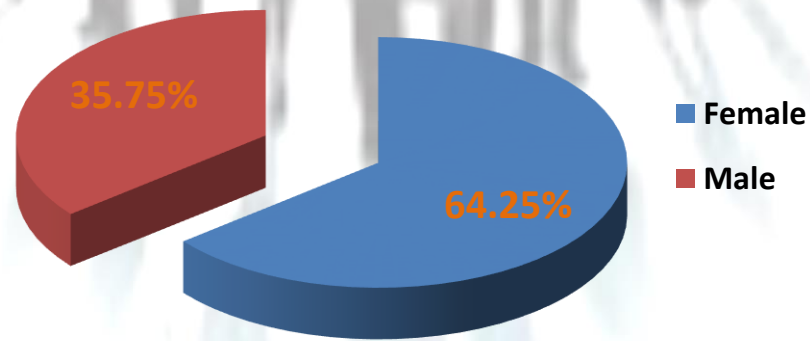
(35.75%)

**FEMALE**

**1,785**

(64.25%)

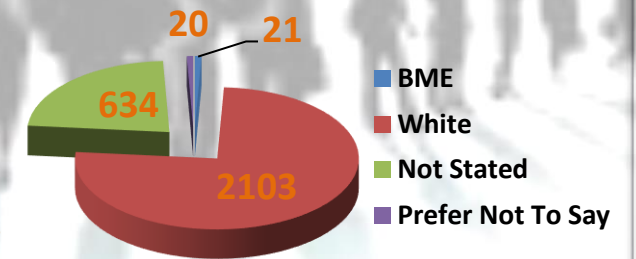
### GENDER BREAKDOWN (%)



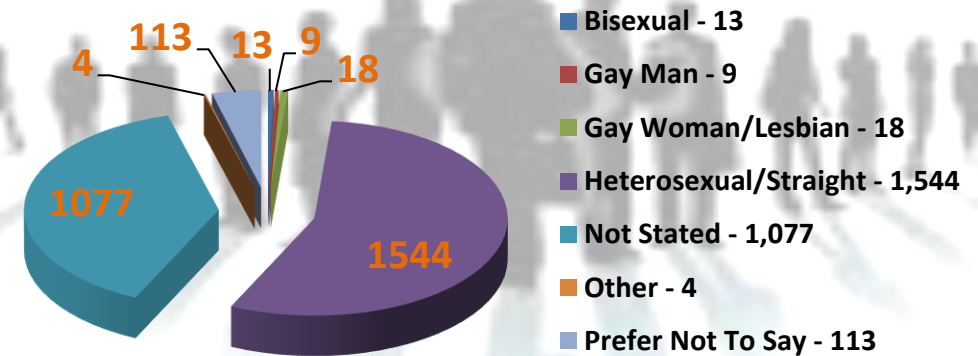
### ETHNICITY

BME - 21  
 WHITE - 2,103  
 PREFER NOT TO SAY - 20  
 NOT STATED - 634

#### ETHNICITY BREAKDOWN



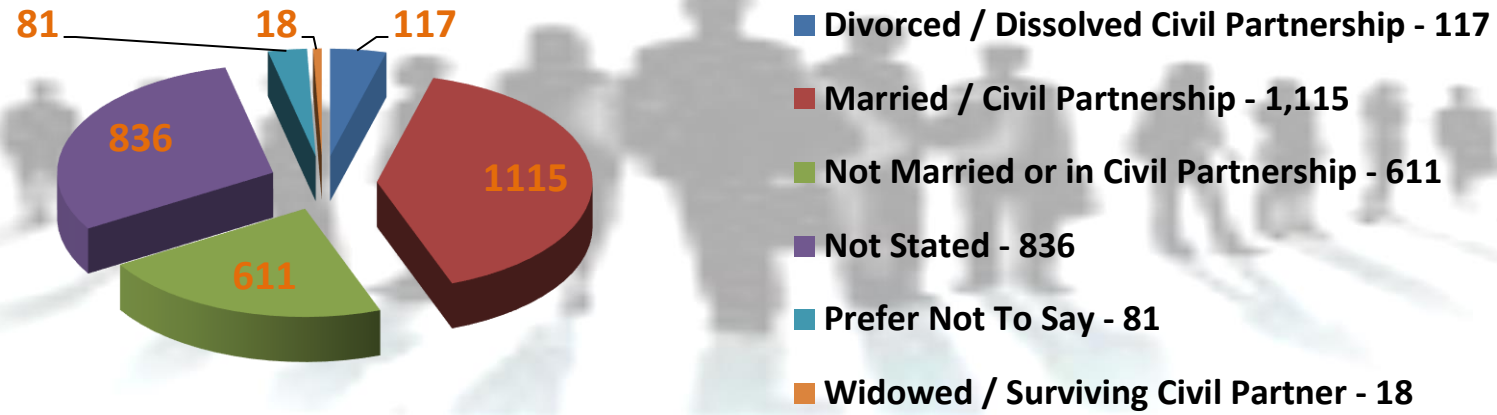
### SEXUAL ORIENTATION



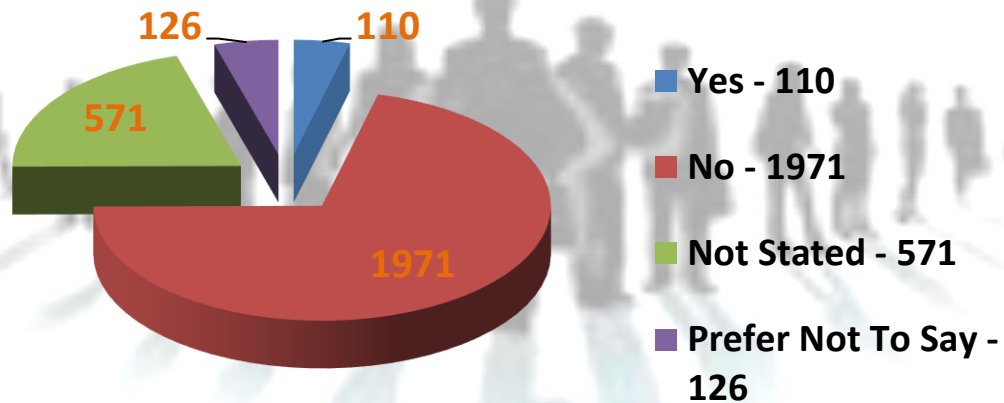
# QUARTER 1 2019/20 DASHBOARD

## EQUALITY AND DIVERSITY - NON-SCHOOLS

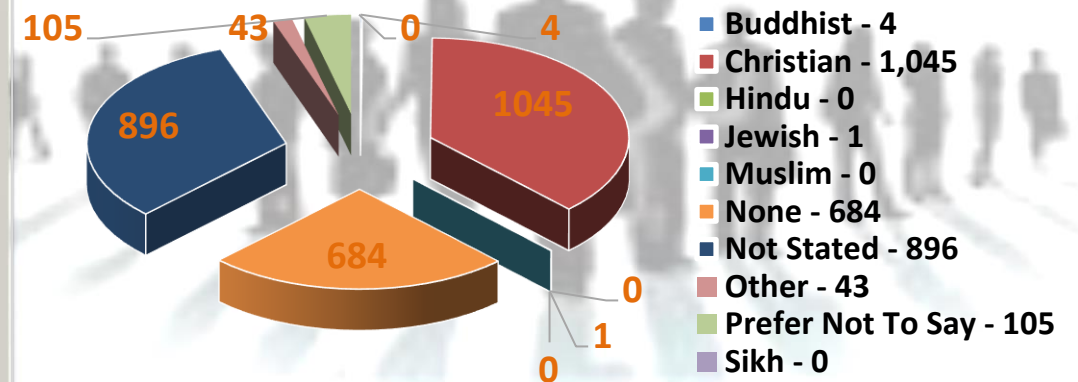
### MARITAL STATUS



### DISABILITY

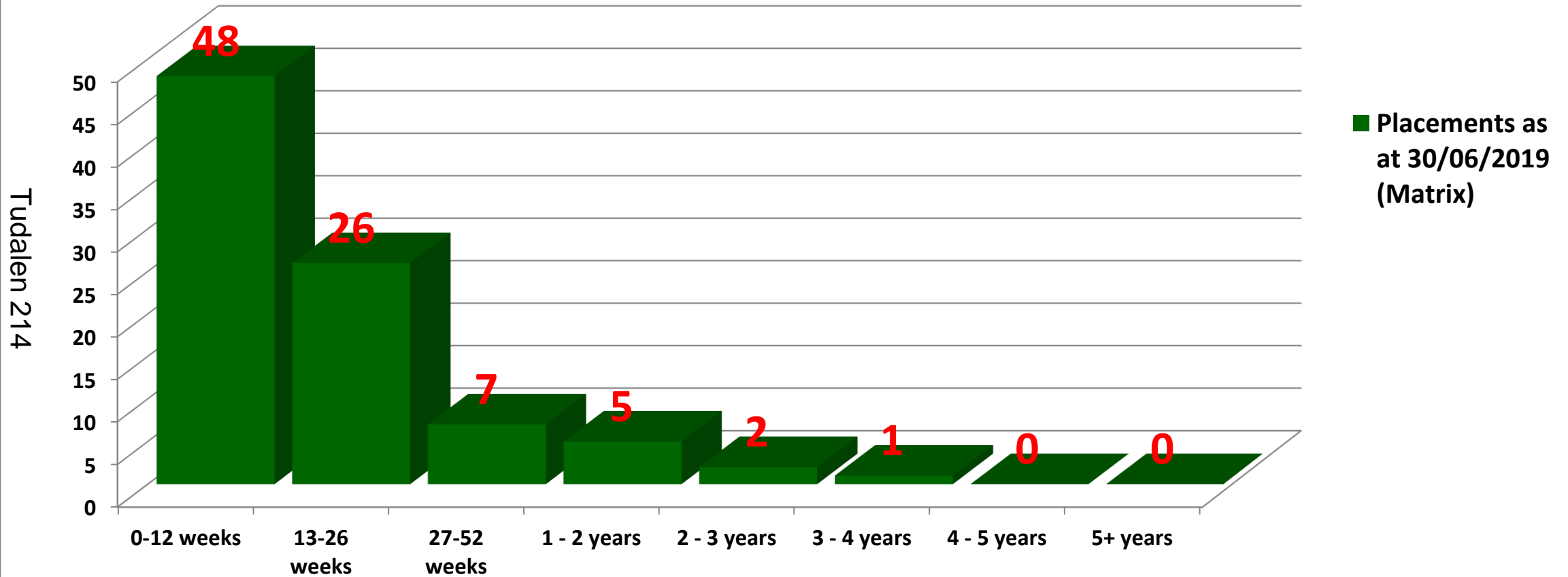


### RELIGION OR BELIEF



Tudalen 213

### Agency Tenure Management Q1



# QUARTER 1 2019/20 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

### TOTAL HEADCOUNT

**3,182**

### TOTAL FULL TIME EQUIVALENT

**2,230**

01/04/2019  
3,196

Decrease  
of 14  
people  
(-0.44%)

30/06/2019  
3,182

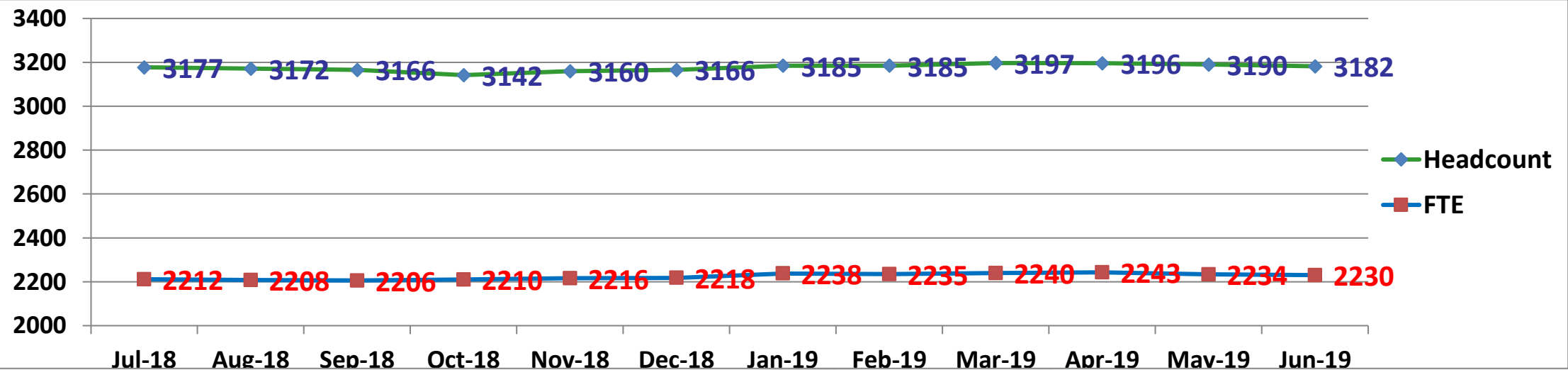
01/04/2019  
2,243

Decrease  
of 13 FTE  
(-0.58%)

30/06/2019  
2,230

Tudalen 215

### HEADCOUNT AND FTE - 12 MONTH TREND

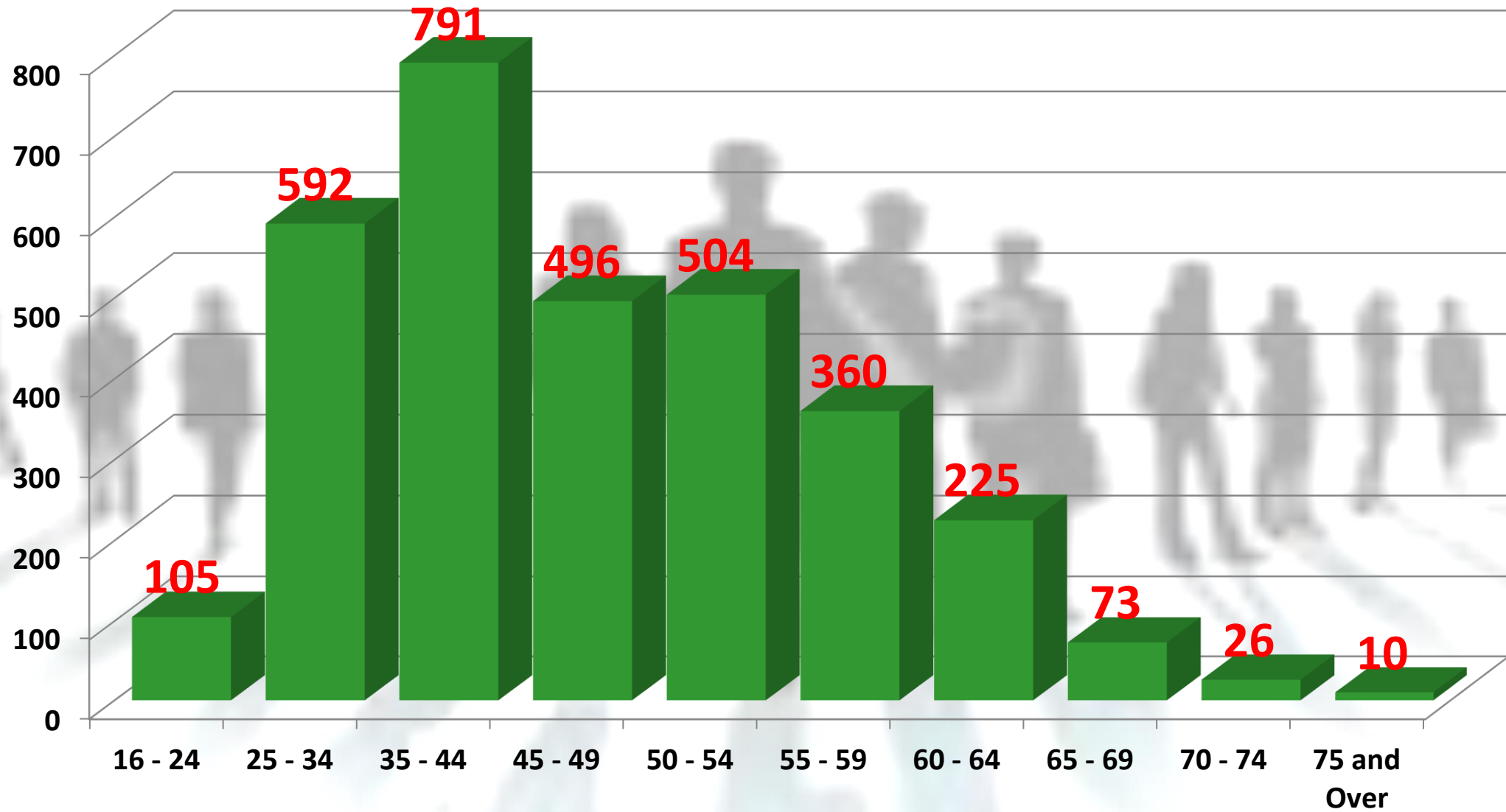


# QUARTER 1 2019/20 DASHBOARD

## AGE PROFILE - SCHOOLS

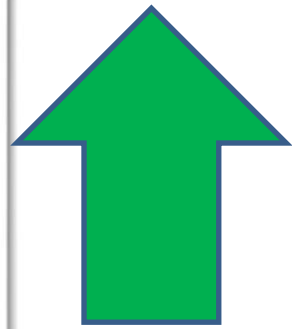
12

Tudalen 216





### DAYS LOST PER FTE AT 30/06/19



30/06/2019  
2.24

2.18

30/06/2019  
2.18



Improvement of 0.06

### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCULOSKELETAL
4. STOMACH, LIVER, VOMITING

Tudalen 217

# QUARTER 1 2019/20 DASHBOARD

## TURNOVER AND STABILITY - SCHOOLS

### LEAVERS - Q1

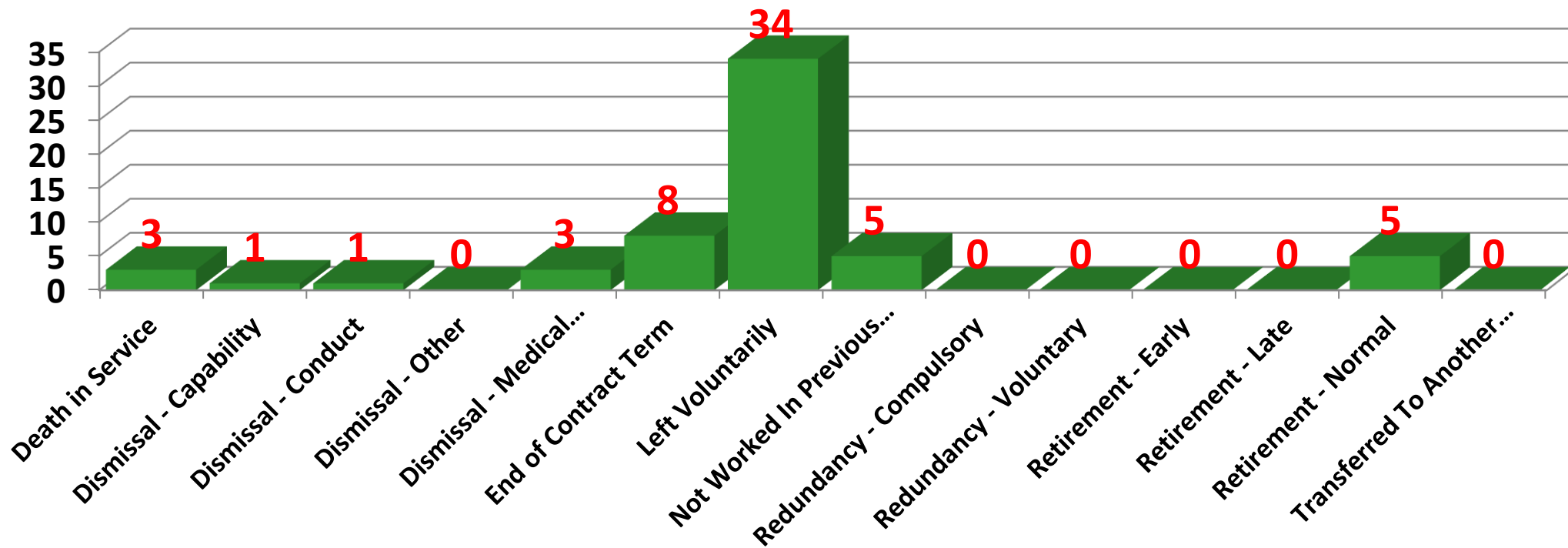
60

### LEAVERS - 2019/20

60

### LEAVER REASON - Q1

Tudalen 218



Tudalen 219

### GENDER BREAKDOWN

**MALE**

**486**

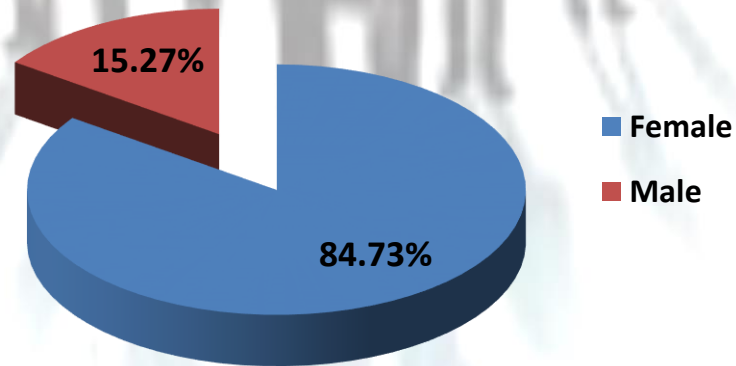
(15.27%)

**FEMALE**

**2,696**

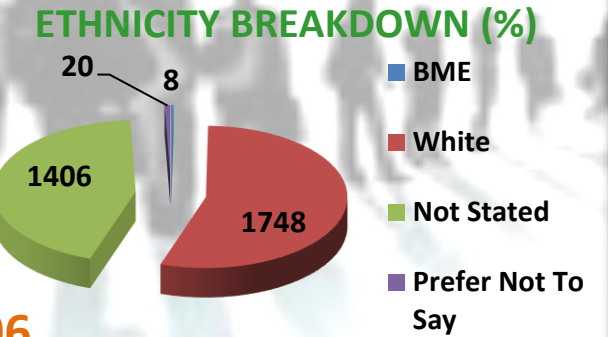
(84.73%)

### GENDER BREAKDOWN (%)

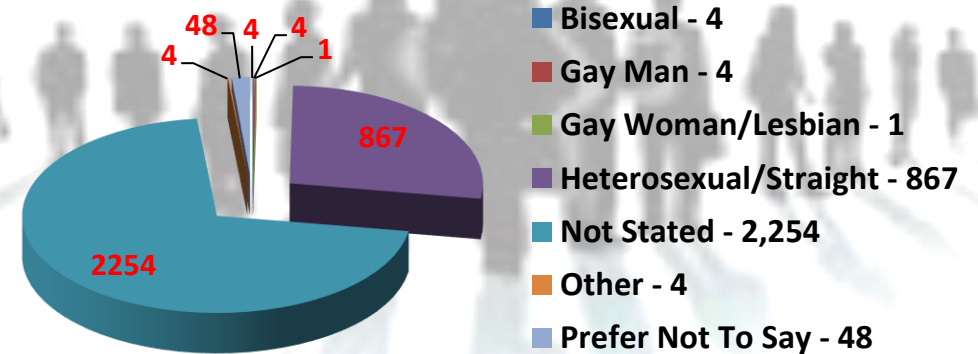


### ETHNICITY

**BME - 8**  
**WHITE - 1,748**  
**PREFER NOT TO SAY - 20**  
**NOT STATED - 1,406**



### SEXUAL ORIENTATION



# QUARTER 1 2019/20 DASHBOARD

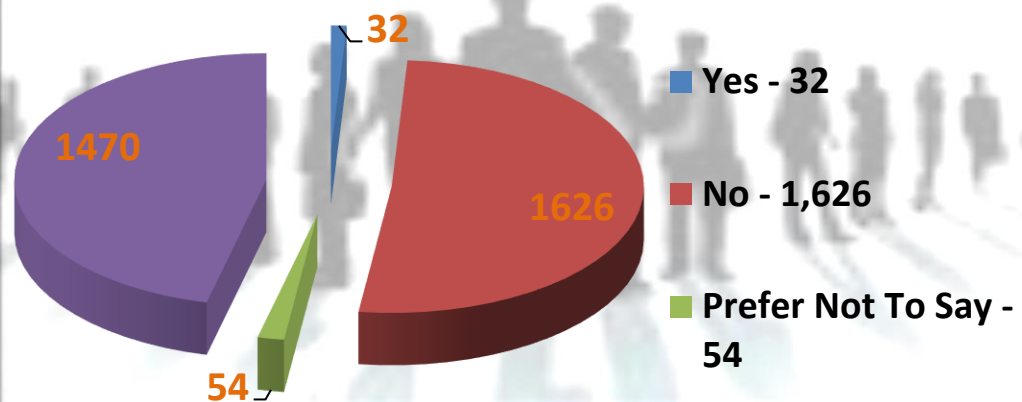
## EQUALITY AND DIVERSITY - SCHOOLS

### MARITAL STATUS

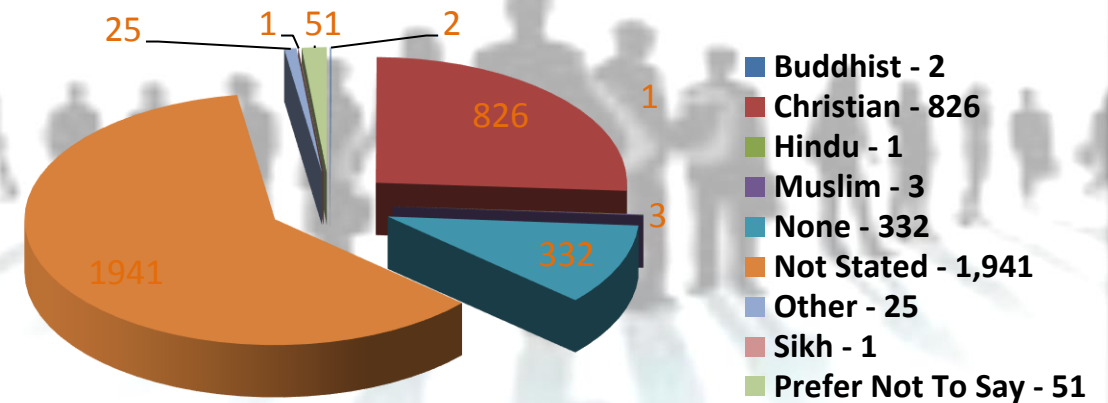


Tudalen 220

### DISABILITY



### RELIGION OR BELIEF



# Eitem ar gyfer y Rhaglen 10



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 19 <sup>th</sup> September 2019
<b>Report Subject</b>	People Strategy Performance Report
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report provides a performance update on the achievements made towards the key priorities for 2018/19 which is the final year of the current People Strategy 2016-2019.

The report also identifies the emerging priorities from a workforce perspective to enable the Council to operate effectively as a smaller organisation whilst continuing to be a high performing and innovative public sector organisation providing high quality, accessible and cost effective public services.

### RECOMMENDATIONS

1	That committee review and comment on the performance made during 2018/19 in support of the vision, outcomes and priorities identified in the 2016-2019 strategy and supports the extension of the strategy into 2019/20 to conclude ongoing work programmes.
2	That Committee supports the development of a new People Strategy for 2020/2023 and associated action plan which will be shared in draft for comment before being taken to Cabinet.

## REPORT DETAILS

<b>1.00</b>	<b>Background</b>
1.01	<p>The People Strategy approved in January 2017 built on a set of solid foundation set by previous strategies and developed against a background of major organisational change, identified five key strategic objectives, namely :</p> <ul style="list-style-type: none"> <li>• Planning the Workforce of the Future;</li> <li>• Developing Workforce and Leadership Capacity ;</li> <li>• Managing Performance;</li> <li>• Recognition and Reward;</li> <li>• Enabling Change through Alternative Models.</li> </ul>
1.02	<p>The scale of organisational change and ‘leaning’ over the preceding few years has been rapid as a result of significant changes to service delivery and operating models across service portfolios and the introduction of a voluntary redundancy programme, which, remains open on a rolling basis. This has resulted in significant turnover and loss of experienced people leaving the organisation and places a stronger emphasis and importance on developing our approach to reward and recognition, managing our talent, succession planning and strategic workforce planning.</p>
1.03	<p>Over the past year significant progress has been made in delivering the key strategic objectives of the strategy taking into account emerging issues influenced by external factors including legislative changes, case law and changes to nationally agreed terms and conditions.</p>
1.04	<p>A number of priorities from the strategy have been incorporated into the revised Council Plan priorities 2019/20 under the theme of Serving Council in relation to effective resource management – workforce.</p>
	<b>Pay and Reward – New Pay Model</b>
1.05	<p>From a pay and reward perspective, the priority for the year has been a fundamental review of our pay model to accommodate the national pay agreement and implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and ‘equality proofed’ pay model.</p>
1.06	<p>Year Two of the NJC pay agreement included the introduction of a ‘new’ pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like ‘read across’ our pay model would be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality.</p>
1.07	<p>Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable.</p>

1.08	With the number of changes required to various factors (i.e. pay grade, spinal column point, and new salary) for 4820 records, occupied by 4200 employees, successful implementation of the pay new model necessitated a data cleanse and realignment of portfolios on iTrent along with vigorous testing before being transferred into the live environment.
1.09	The target date for implementation was July 2019 which was achieved, backdated to April 2019.
1.10	Whilst there are no changes to Terms and Conditions of Employment as a result of the pay award and changes to the pay model, updated contracts of employment will be issued to employees in scope by the end of September 2019. This means that everyone will have an updated contract with the full set of current Terms and Conditions for clarity, and for ease of access.
	<b>Pay and Reward – Policy</b>
1.11	As part of our commitment to the Armed Forces Covenant the Chief Executive and the Senior Manager, HR & OD agreed to offer Cadet Force Adult Volunteers (CFAV) the same special leave provisions for training commitments at annual camp etc., as the Armed Forces Reserves – Service in Non Regular Forces. This positive addition to our Special Leave Policy was implemented in April 2019 and has contributed to the Council being nominated for a Gold Award under the Defence Employer Recognition Scheme.
	<b>Pay and Reward – Changes to AVCs</b>
1.12	We have recently appointed AVC Wise to provide members of the LGPS with an opportunity to pay AVCs in a cost-effective way. The main advantage of AVC Wise over a standard AVC option is that, as well as receiving full Income Tax savings, employees will not pay National Insurance Contributions ('NICs') on the amount of pay sacrificed. As a result, employees save NICs in addition to Income Tax, therefore increasing take-home pay when compared to paying AVCs in the standard way. The introduction of this scheme also benefits the Council, who do not have to pay the 11.8% Employer National Insurance Contributions ('NICs') on the amount of pay sacrificed.
	<b>Pay and Reward - Employee Assistance Programme (EAP)</b>
1.13	<p>Access to the Employee Assistance Programme (EAP) which provides 24/7 support for employees on a range of issues has been extended to Members and continues to be received positively by those individuals who have self-referred and accessed support.</p> <p>Recognising that line managers have an important role to play in managing attendance, we are 're-launching' the scheme during Quarter 3 with a focus on the management support aspect of the programme, the use of which is not being maximised at present.</p>

	<p><b>Developing Workforce and Leadership Capacity</b></p>
<p>1.14</p>	<p><b>Apprenticeship Programme 2018/19</b>  Working in partnership with Coleg Cambria, we have developed a programme that not only supports Apprentices who are school leavers with GCSEs, but those furthest away from the workforce (e.g. NEETS) and Returners who need to develop their confidence levels. This programme has enabled the Council to deliver on its promise to provide a clear transition path from education to employment. There have been a number of notable successes in delivering the 2018/19 Apprenticeship Strategy, namely:</p> <ol style="list-style-type: none"> <li>a. Welsh Learner of the Year 2019 – one of our apprentices was named the Urdd Eisteddfods’ Welsh Learner of the Year after a day of challenges, set to test the language, confidence and knowledge of the finalists. These included doing a live interview with BBC Radio Cymru and speaking at a press conference in front of journalists and television cameras.</li> <li>b. PPMA Apprentice of the Year 2019 – our youngest apprentice was selected as a finalist and got to attend a two day session at Warwick Business School on 7 &amp; 8 March 2019 where she received access to professional, experienced business and career coaches focussed on development and growth.</li> </ol>
<p>1.15</p>	<p><b>Learning and Development</b>  The learning and development offer has been reviewed and enhanced with support for a coaching management style and culture to improve performance and build resilience across the management hierarchy. During 2018/19, employees accessed a range of learning and development opportunities which include the following:</p> <ul style="list-style-type: none"> <li>• Attendance Management</li> <li>• Awareness of Stress at Work (Supervisor/Manager)</li> <li>• Competency Based Appraisals for Managers</li> <li>• Coaching Skills</li> <li>• Data Protection (GDPR/DPA 2018)</li> <li>• Equality Act 2010</li> <li>• Health &amp; Safety Training (Risk Assessment / Setting up your DSE workstation / Fire Evacuation / Manual Handling)</li> <li>• First Aid at Work / Paediatric First Aid</li> <li>• ILM Level 5</li> <li>• Management Development Programme</li> <li>• Managing Stress at Work (Employee)</li> <li>• Mental Health First Aid - Adults</li> <li>• Mindfulness</li> <li>• Prevent Counter – Terrorism Awareness</li> <li>• Safeguarding Awareness</li> <li>• Tackling Modern Slavery</li> <li>• (VAWDASV) Violence against Women, Domestic Abuse &amp; Sexual Violence Awareness</li> <li>• Welsh Language Awareness Training</li> </ul>



	<p>We continue to work closely with Coleg Cambria who access funding directly from Welsh Government on our behalf, including the direct costs associated with the apprenticeship frameworks. This enables us to access nationally recognised programmes relatively frequently and at low cost.</p>
	<p><b>Enabling Change through Alternative Models</b></p>
1.16	<p>We continue to provide significant support via the service level agreements developed with NEWydd and Aura Leisure &amp; Libraries. Some of the success achieved to date includes, the development of design principles for the restructure and development of the management and supervisory structures. The development of new, bespoke, recruitment processes which fit the new operating model and commercial environment in which these new businesses now operate. Such was the extent of change and support for Aura, that we were recognised by the Chartered Institute of Personnel and Development (CIPD) in Wales and selected as a finalist in the category of Management of Change.</p>
	<p><b>Planning the workforce of the future</b></p>
1.17	<p>If we are to continue to deliver services to a high standard for the benefit of the residents of Flintshire, managers need to have access to timely, accurate management information, and simplified processes to aid changes in the composition of their workforce including but not limited to changes to working patterns, starters and leavers. To support this we have, in conjunction with colleagues in IT, developed and implemented two new IT solutions, HR forms and Attendance Management Database.</p>
1.18	<p>The development of electronic forms to replace hard copy paper forms resulted in a new streamlined HR Forms database having merged 10 forms into 3 forms which are partially populated via data held in iTrent. This ensures consistency, provides an audit trail and has resulted in a simplified, quicker process for all. Phase 2 includes the development of a schools specific database which will improve the quality and consistency of data held and provide for a simplified, streamlined process.</p>
1.19	<p>A new database has also been developed to support the Job evaluation process which itself has been simplified. A more flexible approach is taken to job design and evaluation which has helped meet the changing needs of the organisation. The development of a hybrid evaluation methodology coupled with a bespoke house agreement for the Theatr is a good example of how alternative, flexible approaches can help facilitate change.</p>
1.20	<p>The Attendance Management Database, has eliminated another paper based process, provides visibility, ensures consistency and provides individual managers in addition to HR and payroll with real time information, and an ability to run reports. The built in work-flow provides auto-generated email prompts to managers to take action in relation to any employees absent due to sickness in their service.</p>

1.21	The introduction of these two systems has been received positively by our customers as well as internal audit and has contributed significantly to the overall payroll process in terms of accuracy and expediency.
	<b>Managing Performance</b>
1.22	<p>Investing in employee wellbeing can lead to increased resilience, reduced sickness absence and higher performance and productivity. Recognising that employees who feel supported tend to be more focussed and motivated to deliver services to the citizens of Flintshire, a draft Health and Wellbeing strategy has been developed which aims to introduce new as well as bring together initiatives already in place for supporting and maximising the health and wellbeing of our employees.</p> <p>The Occupational Health Department advises on all matters concerning the effects of work on health and have a pivotal role in supporting the organisation deliver on the emerging strategy. They provide confidential information and support to managers and employees regarding health, employment and attendance at work on matters including, Health surveillance, Health and Lifestyle Advice and Management and Individual Referrals.</p> <p>Priorities identified for action include the following, each of which at the time of writing this report are proactively being pursued.</p> <ul style="list-style-type: none"> <li>• To identify, train and support workplace wellbeing champions and Mental Health First Aiders in all portfolios</li> <li>• The development of a clear action plan leading to a formal 'Time to Change' Pledge.</li> </ul>
	<b>Next Steps</b>
1.23	<p>A new People Strategy for 2020-2022 will be developed and associated action plan which will be developed over the next couple of months which will be shared in with committee in draft for comment before being taken to Cabinet.</p> <p>One of the key priorities for the new strategy is to finalise and launch our Health and Wellbeing Strategy. The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work.</p> <p>Another priority is the development of a new appraisal model, and a range of tools in support of performance management with a view to adopting a new, simplified process which is sufficiently flexible to accommodate the diverse range of services and positions occupied across the Council. It is anticipated that a simplified process will improve the quality and quantity of appraisals undertaken, in a consistent manner, will provide qualitative data</p>

	which supports the development of detailed workforce plans including updated succession/talent plans.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	None arising directly from this report.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	None arising directly from this report although there is frequent consultation with the recognised Trade Unions. Any changes to policy or practice as a result of the strategy will be undertaken in line with the Human Resources policy framework and subject to an Equality Impact Assessment (EIA).
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	None arising directly from this report.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix A – People Strategy 2016/19
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p><b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development.  <b>Telephone:</b> 01352 702139  <b>E-mail:</b> <a href="mailto:sharon_carney@flintshire.gov.uk">sharon_carney@flintshire.gov.uk</a></p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p>Commissioning of Services – the development of service provision that includes the specifying of requirements and procurement of organisations other than the Council to deliver services.</p> <p>CIPD – Chartered Institute of Personnel and Development  PPMA - The Public Services People Managers Association  LGPS – Local Government Pension Scheme  AVCs – Additional Voluntary Contributions  EAP – Employee Assistance Programme  NEETS – Not in Education, Employment or Training</p>
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Mae'r dudalen hon yn wag yn bwrpasol

# People Strategy



2016 - 2019

## Introduction

The organisation and its services are embarking on a further period of significant change, as described in the improvement plan, and portfolio business plans. We will only achieve our ambitions and be successful with this change through our people. Engaging our people fully and developing the skills, attitudes and behaviours we will need in the future is a priority.

The 2016-19 People Strategy builds on a set of foundations set by previous strategies plus early work on this strategy in 2015, these include:

- A good track record of achievement with the successful implementation of Single Status and settlement of Equal Pay claims,
- Creation of an Employee Service Centre,
- Providing an integrated end-to-end HR Transactional service;
- Electronic Document Management (EDM) which has enabled the merger of HR, Payroll and Education Staffing files;
- Further development of the Apprenticeship Scheme,
- Implementation of agile and flexible working,
- Development of e-learning modules to support

Alternative Service Delivery Models, leadership and management development

- Introduction of a competency based appraisal and talent management system.

The Strategy is designed to ensure that as a Council, we are able to adapt flexibly to the challenging pace of change within the public sector but also to respond to the changing context of local government at a local, regional and national level. Many of the themes from the previous strategy are still relevant, but there is an increased focus on how we plan to develop and support our people during this time of change. For some people, periods of change can cause uncertainty. For others change brings new possibilities and is something to be relished. During these times communication and leadership are more important than ever.

This strategy also plays an important part in the achievement of the Council's aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation. Further, it has been informed by the Council's other key strategies, most importantly the Council's Medium Term Financial Strategy (MTFS) and the Council's Improvement Plan.

## Vision for our future workforce

This people strategy has been developed against a background of rapid change and sets out how the Council will adapt to meet the opportunities and challenges envisaged through the life of this strategy in supporting a Modern and Efficient council.

To achieve this we need the whole of our workforce to be:

- Customer focused
- Aspirational and optimistic with a 'can do' attitude
- Resilient to the challenges ahead
- Motivated, talented, competent and skilful
- Dynamic and responsive to the changing needs of our residents, customers and stakeholders

## How will we achieve our vision?

The strategic priorities for 2016-2019 are:

- Planning the Workforce of the Future
- Developing Workforce and Leadership Capacity
- Managing Performance
- Recognition and Reward
- Enabling Change through Alternative Models

## Key Outcomes

- Increased leadership and management capability
- A single consolidated workforce plan and supporting action plans
- Change will be managed fairly, consistently and transparently
- An environment in which managers are given the authority to take/accept responsibility
- A committed, motivated, flexible and professional workforce
- A workforce which is encouraged and supported to consider the health and well-being of themselves and others
- Simplified policies and procedures which are accessible and easy to read
- Improved attendance management interventions; and
- Development of an effective pay, recognition and reward framework

## Guiding principles in delivery are:

- Supporting the business to achieve its objectives
- Recognising the changing work environment and adapting to those changes in a positive manner
- Maintaining legal compliance in all aspects of our work
- Working flexibly
- Continuing to develop and support our managers and employees to adapt to change
- Solution focussed

## Planning the workforce of the future

Having a detailed understanding of our current workforce, changes in local and national labour markets and a vision for the future will enable us co-ordinate the development of detailed workforce plans. These should be an integral part of the business planning process. The plans will describe and address the gap between the current workforce, delivering the service today and what the future workforce needs to be to deliver the services of the future.

## HR will focus on:

## Key Actions

**Supporting changes in future workforce numbers to meet service needs.**

**Develop job roles to support changes and improvements in services.**

**Being creative and building flexibility by using none traditional working patterns.**

**Complying with the requirements for which HR and OD are responsible under the Welsh Language Standards Regulations 2016.**

Develop workforce information that indicates accurately the utilisation of the workforce for each service to include core employees/positions and the peripheral/flexible workforce.

Design workforce plans by portfolio to forecast requirements for the short, medium and long-term with specific actions for addressing challenges and risks (i.e recruitment difficulties/skills shortages).

## To achieve this

### Chief Officers will:

### Managers/Supervisors will:

- Actively promote the benefits associated with good performance management interventions.
- Ensure completion of appraisals, career conversations and development plans (as appropriate) in a timely manner.
- Sharing intelligence with regard to future service requirements affected by internal and external factors.

- Ensure completion of appraisals, career conversations and development plans (as appropriate) for their areas of responsibility in a timely manner.
- Explore none traditional working methods to improve service delivery and inform future working planning.

### Employees will:

- Actively embrace performance management interventions
- Engage with development opportunities

## High Level Actions to Support Delivery

1. Design workforce plans by portfolio to forecast requirements for the short, medium and long-term.
2. Consider alternative methods of job design/evaluation to support the creation of alternative roles that meet the changing needs of the organisation.
3. Facilitate and extend the use of flexible working options through the use of technology.



# Developing Workforce and Leadership Capacity

We will build on the work of the previous people strategies by ensuring that our employees have the right skills, knowledge and competencies to carry out their roles as effectively as possible. In order to do that the organisation will need to identify gaps in skills and knowledge, future requirements and the most appropriate means of filling any gaps.

## HR will focus on:

### Knowledge, skills and competencies

## Key Actions

We will work with portfolios to identify their learning and development requirements, taking into account of future business needs including new roles.

We will provide employees with opportunities to develop professional and transferable skills.

We will equip our managers with the commercial skills and knowledge to operate effectively with reducing resources.

We will encourage and enable our managers and teams to be proactive, innovative and creative in delivering services differently.

### Collaboration

We will work with other public sector Learning and Development providers to identify and develop appropriate and cost effective learning opportunities.

### Managing Change

We will develop training programmes for managers which recognise and promote managing change as a key set of competencies.

## To achieve this

### Chief Officers will:

- Provide a consistent and high profile lead on promoting the importance of learning and development activities
- Be pro-active and role model the organisations commitment to learning through their own development activities
- Ensure that learning and development features prominently in performance management discussions between management and employees in their service area

### Managers/Supervisors will:

- Include relevant and achievable individual learning plans in formal performance management discussions
- Support employees to realise opportunities to develop knowledge, skills and competencies that benefit both the employee and the Council
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)

## Employees will:

- Seek opportunities for their own development
- Undertake and complete agreed development actions

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## High Level Actions to Support Delivery

1. Create a programme which supports leadership development
2. We will improve the confidence and capability of our managers through an organised programme of coaching, mentoring and management development.
3. Develop a range of training and development interventions for managers and employees to include stress awareness and stress management e-learning modules, face to face workshops and mental health first aid to support the overriding attendance management strategy.
4. Further develop the apprenticeship programme as a 'talent pool' for the future

## Managing Performance

We want our employees to be focused on delivering against their objectives and motivated to deliver services to a high standard for the benefit of the citizens of Flintshire. To support and enable this, our managers need to have access to timely, accurate management information.

<h3>HR will focus on:</h3>	<h3>Key Actions</h3>
<p><b>Performance Appraisal</b></p>	<p>Improve individual and team performance by implementing the competency based appraisal for all employees.</p> <p>Implement talent management interventions to identify our talent at every level of the organisation.</p>
<p><b>Provision of meaningful and timely management information</b></p>	<p>Develop a HR dashboard for services and schools which provides suitably detailed in an accurate, consistent and timely manner to support managers in the effective and efficient management of their services.</p> <p>Implementing new interventions for managing long term and frequent absences.</p>
<p><b>Attendance Management</b></p>	<p>Introducing a case management approach for longer term absences which involve the employee, the manager, HR and Occupational Health.</p>

### To achieve this

#### Chief Officers will:

- Provide a consistent and high profile lead on promoting the importance of performance management
- Promote the use of consistent interventions identified in the attendance management policy across their area of responsibility.

#### Managers/Supervisors will:

- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours.

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## Employees will:

- Comply with their obligations under the attendance management policy
- Contribute positively with the appraisal process
- Undertake and complete agreed development actions.

## High Level Actions to Support Delivery

1. Simplify the existing attendance management procedures to provide for greater management autonomy.
2. Introducing a standardised set of people objectives for employees with management responsibilities.
3. Increase the number of services who achieve 100% attendance and 100% appraisal completion.
4. Achieve an improvement in the Health and Well-being our employees.

## Recognition and Reward

We want our employees to be fairly and equitably rewarded for the work they do, within the confines of affordability and national pay policy. We want our employees to understand their contribution to the business, to receive suitable acknowledgement of their contribution and to understand the role they have in shaping our future.

### HR will focus on:

#### Pay and Reward

### Key Actions

We will continue to undertake Equal Pay monitoring to identify any gender pay gaps and develop feasible proposals to address these.

We will explore non-financial forms of reward and recognition to develop a recognition culture, which acknowledges and recognised good performance and effort.

We will maintain an up to date knowledge of best practice initiatives and all legal requirements in respect of pay and recognition.

We will provide specialist policy, advice and guidance

#### Working Together

We will continue to work with the recognised trade unions and directly with our employees on issues affecting them.

We will be as open and transparent as possible in our communications with employees, and their representatives.

## To achieve this

### Chief Officers will:

- Maintain a consistent and high profile lead on pay and recognition
- Consult as appropriate on issues affecting employees
- Keep employees informed about issues affecting them and be as open and transparent as possible in communications

### Managers/Supervisors will:

- Ensure that employees are aware of our approach to pay and recognition
- Lead by example in terms of demonstrating desired behaviours
- Carry out effective budget management
- Manage employee expectations (not over-promise)

### Employees will:

- Familiarise themselves with our pay and recognition systems, including self-service applications
- Participate in relevant consultation exercises affecting pay and recognition

## High Level Actions to Support Delivery

1. Create a total reward/benefits portal which provides access to a range of benefits and savings on everyday shopping, motoring and health and well-being spend.
2. Review the current pay model to ensure it meets the obligations of the National Living Wage and consider options to 'bridge the gap' between the existing pay and grading model and the Chief Officer pay model.
3. Explore alternative methods of communication to increase engagement levels with our employees
4. Complete Equal Pay audits on an annual basis and develop proposals to address gender gaps identified (if any).

## Enabling Change through Alternative Models

We want to help the Council protect front line services in whatever form that takes, as it responds to external and internal challenges and evolves in terms of its size, shape and models of service delivery. We need to equip

our managers and employees with the appropriate knowledge, skills and behaviours to be resilient and have the confidence to try new approaches and adapt their ways of working.

## HR will focus on:

## Key Actions

- Developing appropriate frameworks (including service level agreements) to enable managers to assess feasibility of alternative models
- Provide specialist and advice and guidance in relation to legal obligations regarding employment issues
- Development of bespoke e-learning modules to support services transitioning out of the organisation

- Provision of a model service level agreement which details options for continued provision of support services
- Development of appropriate toolkits and guidance documents for managers (i.e. TUPE and Code of Practice on Workforce Matters 'Two Tier Code')
- Provide access to a range of modules which develop the commercial and financial awareness/acumen of managers transitioning out of the organisation

## To achieve this

### Chief Officers will:

### Managers/Supervisors will:

- Provide a consistent and high profile lead on promoting the benefits of alternative models
- Engage proactively at all levels within their area of responsibility

- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours

### Employees will:

- Contribute positively to proposals for alternative service models
- Propose alternative models/methods of working as appropriate.
- Engage openly and honestly during periods of consultation.

## High Level Actions to Support Delivery

1. Review, rationalise, simplify and further develop HR policies and procedures and associated management toolkits to enable greater levels of self-sufficiency.
2. Develop programme on ADMs to prepare managers and employees for transition.
3. Finalise model service level agreement and implement service level agreements for all portfolios.

## How will we deliver the strategy?

The first key activity is the development of a detailed action plan which will identify the priorities, the key actions, who is accountable, who is responsible and when the actions will be completed.

The immediate priorities to be taken forward for the remainder of 2016/17 and into 2017/18 include actions in support of the following:

### Developing leadership capacity

- Developing leaders
- Developing succession planning approaches and programmes

### Developing workforce capacity

- Developing skills, attitudes and behaviours

### Planning the workforce of the future

- Supporting changes in future workforce numbers to meet service needs
- Developing job roles to support changes and improvements in service delivery
- Being creative and building flexibility by using none traditional working patterns

## Who will deliver the People Strategy?

The delivery of the strategy is the collective responsibility of the Council from Elected Members and the Chief Officer Team to front line employees, with Human Resources and Organisational Development (HR and OD) as part of the People and Resources Portfolio team providing specialist expertise, advice and support.

### Reporting

The detailed action plan, once completed, will be refreshed annually and reported to Cabinet.

Progress against specific actions will be reported to Chief Officers and Corporate Resources Overview and Scrutiny.

# Eitem ar gyfer y Rhaglen 11



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 19 September, 2019
<b>Report Subject</b>	Revenue Budget Monitoring 2019/20 Month 4 and Capital Programme Monitoring 2019/20 Month 4 and Significant Variances (Out of County Placements, Children's Services and School Transport)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2019/20 (Month 4) Report and the Capital Programme 2019/20 (Month 4) Report and Significant Variances Report on Out of County Placements, Children's Services and School Transport.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2019/20 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2019/20 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
3	That the committee considers and comments on the Significant Variances Report on Out of County Placements, Children's Services and School Transport. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2019/20 (MONTH 4), CAPITAL PROGRAMME 2019/20 (MONTH 4) AND SIGNIFICANT VARIANCES REPORT</b>
1.01	The Revenue Budget Monitoring 2019/20 (Month 4) report will be presented to Cabinet on Tuesday 24 September 2019. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2019/20 (Month 4) report will be presented to Cabinet on Tuesday 24 September 2019. A copy of the report is attached as Appendix B to this report.
1.03	The Significant Variances report will be presented to Cabinet on Tuesday 24 September 2019. A copy of the report is attached as Appendix C to this report.
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2019/20 (Month 4), in Appendix B; Capital Programme 2019/20 (Month 4) and in Appendix C; Significant Variances Report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2019/20 (Month 4), in Appendix B; Capital Programme 2019/20 (Month 4) and in Appendix C; Significant Variances Report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2019/20 (Month 4). Appendix B; Capital Programme 2019/20 (Month 4). Appendix C; Significant Variances Report.



<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None required.</p> <p><b>Contact Officer:</b> Dave Ledsham, Finance Manager  <b>Telephone:</b> 01352 704503  <b>E-mail:</b> dave.ledsham@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>

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## CABINET

<b>Date of Meeting</b>	Tuesday 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Revenue Budget Monitoring 2019/20 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

This monthly report provides the first detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the new financial year and presents the position, based on actual income and expenditure, as at Month 4. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

The format of the report has been changed to emphasise the key areas affecting the Council, emerging risks to the financial position and to reinforce links with the Medium Term Financial Strategy (MTFS).

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

#### **Council Fund**

- An operating deficit of £2.983m – a reduction of £0.118m from the deficit figure of £3.101m - reported in the Interim Revenue Budget Monitoring July, 2019
- A projected contingency reserve balance as at 31 March 2020 of £1.886m

#### **Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £0.081m higher than budget
- A projected closing balance as at 31 March 2020 of £1.242m

Both the Council and WLGA continue to campaign and lobby Welsh Government for specific additional national funding for high demand - high cost services. The increasing demands on out of county /Children's Services care continue to provide significant challenges.

RECOMMENDATIONS	
1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2020.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To agree a budget virement within Social Services to realign the budget to meet current service needs (paragraph 1.07).

## REPORT DETAILS

1.00	EXPLAINING THE MONTH 4 POSITION																																																												
1.01	<p><b>Council Fund Projected Position</b></p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> <li>• An operating deficit of £2.983m</li> <li>• A projected contingency reserve balance as at 31 March 2020 of £1.886m</li> </ul>																																																												
1.02	<p><b>Table 1. Projected Position by Portfolio</b></p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th>Portfolio/Service Area</th> <th>Approved Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.978</td> <td>65.978</td> <td>0.000</td> </tr> <tr> <td>Out of County Placements</td> <td>9.033</td> <td>11.027</td> <td>1.994</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.535</td> <td>8.404</td> <td>(0.131)</td> </tr> <tr> <td>Schools</td> <td>91.946</td> <td>91.946</td> <td>0.000</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>30.547</td> <td>32.114</td> <td>1.567</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.929</td> <td>5.994</td> <td>0.065</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.464</td> <td>4.502</td> <td>0.038</td> </tr> <tr> <td>Governance</td> <td>9.007</td> <td>9.146</td> <td>0.139</td> </tr> <tr> <td>Strategic Programmes</td> <td>3.860</td> <td>3.860</td> <td>0.000</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>15.711</td> <td>15.666</td> <td>(0.045)</td> </tr> <tr> <td>Chief Executive</td> <td>2.842</td> <td>2.678</td> <td>(0.164)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>23.498</td> <td>23.019</td> <td>(0.479)</td> </tr> <tr> <td><b>Total</b></td> <td><b>271.350</b></td> <td><b>274.333</b></td> <td><b>2.983</b></td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.978	65.978	0.000	Out of County Placements	9.033	11.027	1.994	Education & Youth	8.535	8.404	(0.131)	Schools	91.946	91.946	0.000	Streetscene & Transportation	30.547	32.114	1.567	Planning & Environment	5.929	5.994	0.065	People & Resources	4.464	4.502	0.038	Governance	9.007	9.146	0.139	Strategic Programmes	3.860	3.860	0.000	Housing & Assets	15.711	15.666	(0.045)	Chief Executive	2.842	2.678	(0.164)	Central & Corporate Finance	23.498	23.019	(0.479)	<b>Total</b>	<b>271.350</b>	<b>274.333</b>	<b>2.983</b>
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1.03	The reasons for the projected variances are summarised within Appendix 1 which shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio. This provides the overall position for each portfolio and the overall position for the Council Fund.
1.04	<p>Following a review of the format of the Revenue Budget monitoring report some enhancements have been made which will aim to highlight the following key information for Members:</p> <ul style="list-style-type: none"> <li>• The key major variances to bring to the attention of Cabinet</li> <li>• The tracking of in year financial risks</li> <li>• Potential MTFS Impact of the current in year monitoring position</li> </ul>
	<b>Major Variances to highlight this Month</b>
1.05	<p><b>Out of County Placements</b></p> <p>At this early stage in the financial year, there is a projected overspend of £1.994m for the provision of Out of County Placements.</p> <p>The Council included an additional amount of £1.655m in the 2019/20 budget to reflect the number of clients and care packages at that particular time. However, in the early part of 2019/20 there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.571m in Social Services Children's Services and a projected overspend of £0.423m within Education &amp; Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p>This projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire's geographic boundary. There is the potential for this to impact on future years which includes clients in both Social Services Children's Services and Education and Youth Inclusion Services. This is based on current clients and packages and is subject to variation during the year.</p> <p>A Report on 'Improving the in-house offer for Out of County Placements for Children' taken to the Joint Education &amp; Youth and Social &amp; Health Care OS Committee in July, 2019 outlined the Council's strategy and commitment in ensuring safe, high quality, support for Children's Services.</p> <p>As requested by Corporate Resources Overview and Scrutiny Committee a separate report will be considered on the key issues and latest position at the meeting on 19 September.</p>
1.06	<p><b>Street Scene and Transportation</b></p> <p>Transportation and Logistics - £1.286m Overspend</p> <p>The pressure in school transport costs are as a result of several factors:-</p>

	<ul style="list-style-type: none"> <li>- The effect of non-statutory school transport arrangements and ongoing transport policy anomalies;</li> <li>- An increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with increases in the number of school escorts to accompany SEN pupils and in the number of single occupancy routes;</li> <li>- Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement;</li> <li>- An increase in number of school days for 2019/20</li> </ul> <p>Work is in hand to try to contain this figure within original cost pressure range which had an estimated ceiling of £0.930m. As requested by Corporate Resources Overview and Scrutiny Committee a separate report will be considered on the key issues and latest position at the meeting on 19 September.</p> <p>Service Delivery – £0.100m Overspend</p> <p>Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these additional costs, which is currently awaiting confirmation on eligibility and award of funding.</p>
1.07	<p><b>Social Services</b></p> <p>The overall position for Social Services is projecting a balanced outturn</p> <p>There are however some significant variances both adverse and favourable that underpin this position due to overspends within Children’s Services and net underspends within Adults Services.</p> <p>All details of variances are provided in Appendix 1 and consideration has been given to potential realignment of budgets within the Portfolio to address changes in service delivery.</p> <p>It is recommended that an amount of £0.250m is transferred within Adults Services from Resources &amp; Regulated Services, which is underspending due to decreases in high cost placements, to the Mental Health Residential Service which is experiencing higher than expected demand for services.</p>
1.08	<p><b>Central &amp; Corporate Finance</b></p> <p>Pension; £0.697m underspend</p>

	<p>There was a significant underspend on the pension contribution account in 2018/19 with £0.600m contributing towards the 2019/20 budget. Early analysis suggests that there is a further efficiency in year.</p> <p>There are various factors affecting the position including the financial impact of the transfer of various services being less than anticipated and the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2020/21 budget.</p> <p>Income Target; £0.163m un-achieved</p> <p>The Council is continuing to review its fees and charges and to investigate new sources of income. A report to Cabinet in July recommended a process for the annual review of fees and charges with the aim of achieving full cost recovery wherever possible. It is likely that the position will improve in year and this will be reported on in a later monitoring report.</p>
1.09	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2019/20 a number of significant risks were identified and an update is provided below.</p>
1.10	<p><b>Out of County Placements</b></p> <p>A key risk identified at the time of setting the 2019/20 budget was the general rising costs of social care and the upward trend in the number of cases of Out of County placements across Wales. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The impact of the current pressures on Out of County Placements are being considered as part of the Councils latest forecast for 2020/21.</p>
1.11	<p><b>School Transport</b></p> <p>Managing the increasing demand into future years in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with further potential increases in the number of school escorts to accompany SEN pupils and the number of single occupancy routes;</p>
1.12	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2019/20 budget contains £6.939m of specific efficiencies which are tracked and monitored. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFs KPI's.</p>

	<p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.217m or 90% of the efficiencies will be achieved.</p> <p>However when taking into account the decision of Cabinet to re-phase the efficiency from the Aura Subsidy this changes the achievement rate to 91%.</p> <p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2020/21 being reviewed as part of the ongoing work on the MTFS.</p>																								
1.13	<p><b>Income</b></p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.163m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy with a number of potential opportunities being considered as part of business planning and annual review.</p>																								
1.14	<p><b>Recycling Income</b></p> <p>The market rate for income received from recycling plastic, paper and card are extremely volatile and can fluctuate rapidly. Recycling income has reduced over recent years and there is always a risk that the market rates may reduce further.</p>																								
1.15	<p><b>Schools Pressures</b></p> <p>In recent years there has been considerable pressure on secondary school budgets. 7 out of 11 secondary schools in Flintshire carried forward deficits into 2019/20 and a summary is provided below. Schools are required to submit a licensed deficit application to the Council and this is reviewed by the Chief Officer, Education &amp; Youth and the Section 151 Officer.</p> <table border="1"> <thead> <tr> <th>School</th> <th>Deficit Balance brought forward</th> <th>% of budget</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay High School</td> <td>-34,477</td> <td>-0.8%</td> </tr> <tr> <td>St. Richard Gwyn</td> <td>-508,276</td> <td>-16.2%</td> </tr> <tr> <td>Ysgol Treffynnon</td> <td>-646,173</td> <td>-29.5%</td> </tr> <tr> <td>Castell Alun High School</td> <td>-8,674</td> <td>-0.2%</td> </tr> <tr> <td>Ysgol Maes Garmon</td> <td>-173,177</td> <td>-6.7%</td> </tr> <tr> <td>Argoed High School</td> <td>-56,000</td> <td>-2.2%</td> </tr> <tr> <td>St. David's High School</td> <td>-452,609</td> <td>-23.9%</td> </tr> </tbody> </table> <p>This position is being reviewed by the Council on a school by school basis due to concerns about the deteriorating position. The issue has also been highlighted by Estyn as a specific recommendation in its recent inspection report.</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-34,477	-0.8%	St. Richard Gwyn	-508,276	-16.2%	Ysgol Treffynnon	-646,173	-29.5%	Castell Alun High School	-8,674	-0.2%	Ysgol Maes Garmon	-173,177	-6.7%	Argoed High School	-56,000	-2.2%	St. David's High School	-452,609	-23.9%
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1.16	<p><b>Other In-Year Issues</b></p> <p><b>Inflation</b></p> <p>Included within the 2019/20 budget are provision for Non Standard Inflation fuel (£0.034m), Energy (£0.329m) and NDR/Price (£0.204m). As in previous years, these amounts are held centrally until later in the year when actual cost pressures are known. It is currently assumed that all of these allocations will be required in 2019/20 but this will be kept under review throughout the financial year.</p> <p>In previous years, the Council has had to make a payment associated with the Carbon Reduction Scheme. This scheme has now ended and the impact of this is likely to result in higher energy charges for the Council. The funding associated with this has now been added to the central inflation budget and will be allocated according to need</p>
1.17	<p><b>MTFS Impact</b></p> <p>Cabinet considered the latest projection for the MTFS in April which showed a budget gap of £13.3m.</p> <p>The gap included pressures for the following services which are currently under review in view of the emerging in year position:</p> <ul style="list-style-type: none"> <li>• Out of County Placements – Current projection of £1.994m with a pressure of £1.156m already included for 20/21</li> <li>• School Transport - currently projecting an overspend of £1.286m in 2019/20 - £0.700m assumed in the forecast (reducing due to non-statutory school transport arrangements and ongoing transport policy anomalies being removed from July 2020).</li> </ul> <p><b>Further Risks for MTFS</b></p> <p>Any efficiencies not achievable by 20/21 will need to be included as a further pressure together with the impact on any grant funding that does not continue into 20/21.</p> <p>All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.18	<p><b>Reserves and Balances</b></p> <p><b>Un-earmarked Reserves</b></p> <p>The 2018/19 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2019 (above the base level of £5.769m) of £8.252m.</p> <p>As approved in the 2019/20 budget an amount of £2.221m was utilised as part of the strategy to balance the budget. In addition an amount of £0.062m was approved to operate a Sustainable Drainage System (SuDS)</p>

	Approving Body (SAB), £1.000m for investment in change and an amount of £0.100m for the ongoing resourcing of the Victim Contact Team within Social Services.
1.19	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £1.886m as detailed in Appendix 3.
1.20	<b>Earmarked Reserves</b>  A summary of earmarked reserves as at 1 April 2019 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.
1.21	<b>Housing Revenue Account</b>  The 2018/19 Outturn Report to Cabinet on 16 July 2019 showed an un-earmarked closing balance at the end of 2018/19 of £1.165m and a closing balance of earmarked reserves of £1.056m.
1.22	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.
1.23	The monitoring for the HRA is projecting in year expenditure to be £0.081m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.242m, which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.24	The budget contribution towards capital expenditure (CERA) is £13.717m.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.09 to 1.15.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.  <b>Contact Officer:</b> Dave Ledsham (Finance Manager) <b>Telephone:</b> 01352 704503 <b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p><b>Reserves:</b> these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.</p> <p><b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p>

<p><b>Underspend:</b> when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.</p> <p><b>Variance:</b> difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p><b>Virement:</b> the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.</p> <p><b>Medium Term Financial Strategy:</b> 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.</p>
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**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>					
<b>Older People</b>					
Localities	18.780	18.087	-0.693	Residential and Nursing Care is projecting a £0.456m underspend due to fluctuation in demand for residential and nursing care placements and increases in capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently paid top of grade and there are also in-year savings due to short term vacancies.	ICF Grant funding is used to fund residential care to reduce the amount of time people spend in hospital. If this funding is fully spent during the year slippage on the residential care budget is required to continue minimising hospital stays.
Reablement Services	0.544	0.418	-0.127	This service is expected to underspend due to in-year savings from vacancies.	
Resources & Regulated Services	6.672	7.308	0.636	Council provided residential care is £0.420m overspent due to relief and agency cover. Relief and agency staff are required to maintain the mandatory level of staff within the residential homes, however the amount of budget to fund this is low and does not contain contingencies for sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance.	
Minor Variances	0.851	0.861	0.010		
<b>Adults of Working Age</b>					
Resources & Regulated Services	24.240	23.559	-0.680	This is due to a combination of a decrease in high cost placements at the end of 2018/19 with the subsequent full year financial impact showing in 2019/20 and inflation provision for care provider fee increases not automatically passing to all providers and in some cases are only considered upon request.	This service area is subject to changes in demand for services. There are always a number of potential service users which may require services in the future. Although these service users are known to us at this time the most appropriate care package has not yet been determined and full costs associated for their care cannot yet be estimated and included within this month's financial projections. There is also potential for providers to request increases in their fees and the Council is currently negotiating with a specialist provider over a proposed uplift for 2019/20. A virement amount for £0.250m has been requested to be transferred to the Mental Health service.
Transition & Disability Services	0.784	0.676	-0.108	This service is expected to underspend due to not all staff at top of grade and one off in-year vacancy savings.	
Residential Placements	1.241	1.603	0.362	The overspend is because of the number of residential placements currently funded.	This service is a demand led service and can be volatile. A budget virement for £0.250m from Disability Services is requested.
Professional Support	0.823	0.739	-0.084	Salary underspends due to staff not being top of scale and vacancy savings.	
Minor Variances	2.942	2.930	-0.013		
<b>Children's Services</b>					
Family Placement	2.564	2.872	0.309	The overspend is due to current demands on the service from the number of fostering placements, which in some cases avoid making an Out of County placement. The main pressure areas are payments for foster care, foster agencies and special guardianship payments.	

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**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Family Support	0.371	0.484	0.113	This is due to the number of court directed contact sessions which require support workers to attend. Sessional workers were historically used, however the need to use sessional workers has increased to a point whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Some parts of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.485	0.307	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have recently seen an increase in demand.	
Professional Support	5.176	5.403	0.227	To support adequate levels of child protection the established staffing structure needs to be maintained at the required standard as much as possible. Vacancies are therefore minimised and challenges to recruitment leads to the use of agency staff, this leads to an increase in costs as agency rate is higher than non-agency staff. The use of agency staff is monitored and kept to a minimum as much as possible but it is not possible to avoid altogether.	
Minor Variances	1.125	1.131	0.007		
<b>Safeguarding &amp; Commissioning</b>					
Charging Policy income	-2.733	-2.916	-0.183	Charging policy income is expected to exceed the budgeted amount due to increases in the non-residential care maximum weekly charge cap and an increase to the base number of service users. who contribute to their care.	
Business Support Service	1.238	1.132	-0.106	There are a number of short term vacancy savings and some posts currently occupied by staff who are not at top of grade.	
Safeguarding Unit	0.926	0.847	-0.079	The underspend is due to a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Management & Support	-1.929	-1.736	0.193	There is a shortfall from the assumed proportion of grant allocations announced by Welsh Government which were included within the 2019/20 budget. The total shortfall across the three grants is £0.283m, although some of this is partly mitigated by one off refunds from the Regional Collaboration Unit.	
Vacancy Management	-0.080	-0.235	-0.155	Short term vacancy savings transferred from across the portfolio, offset by the inflation adjustment resulting from the implementation of the new pay model.	
Minor Variances	2.266	2.328	0.062		
<b>Total Social Services (excl Out of County)</b>	<b>65.978</b>	<b>65.978</b>	<b>-0.001</b>		
<b>Out of County</b>					
Children's Services	5.288	6.859	1.571	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Education & Youth	3.745	4.168	0.423	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Total Out of County</b>	<b>9.033</b>	<b>11.027</b>	<b>1.994</b>		
<b>Education &amp; Youth</b>					
Inclusion & Progression	4.084	4.078	-0.006		
Integrated Youth Provision	1.295	1.295	-0.000		
School Improvement Systems	1.716	1.615	-0.102	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. A further influence is the full year impact of the cessation from January 2019 of minimum of 5 children payments for playgroups.	
Business Change & Support	0.433	0.434	0.001		
School Planning & Provision	0.702	0.680	-0.023		
Archives	0.305	0.303	-0.002		
Holding Accounts	0.000	0.000	0.000		
Minor Variances	0.000	0.000	0.000		
<b>Total Education &amp; Youth</b>	<b>8.535</b>	<b>8.404</b>	<b>-0.132</b>		
<b>Schools</b>	<b>91.946</b>	<b>91.946</b>	<b>-0.000</b>		
<b>Streetscene &amp; Transportation</b>					
Service Delivery	8.536	8.637	0.100	Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these additional costs, which is currently awaiting confirmation on eligibility and award of funding. Potential total cost up to £0.180m. The flooding has also impacted the capital programme creating an additional pressure of £0.350m for highway repairs.	Awaiting outcome of the claim to Welsh Government.
Highways Network	8.360	8.362	0.002		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Transportation	8.598	9.884	1.286	The pressure in school transport costs are as a result of several factors across the service. Effect of non-statutory school transport arrangements and delay in implementing policy on removing historic transport anomalies. Increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in County and out of County placements, along with an increase in number of school escorts to accompany SEN pupils and growth in number of single occupancy routes. Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement. There is also an increase in number of school days in 2019-20. The Transportation service are attempting to mitigate the £1.238m variance figure to the lower range previously provided of £0.930m. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	The Transportation Service are attempting to mitigate some of the pressure.
Regulatory Services	5.053	5.232	0.179	Car Park income. The pressure is based on the average shortfall in income against monthly projections for each town following the first full ten months of implementation (received in 2018/19) of the increased tariff charges. A large section of car parking at Flint Retail Park has now been closed for development which may result in an increase in car parking income. The waste strategy service may have a slightly improved position of up to £0.100m, pending confirmation on award of grant funding from Welsh Government for the North Wales Residual Waste Treatment Project.	Keep car park income closely monitored.
<b>Total Streetscene &amp; Transportation</b>	<b>30.547</b>	<b>32.114</b>	<b>1.568</b>		
<b>Planning, Environment &amp; Economy</b>					
Business	1.588	1.656	0.068	Extension of two EHO contracts has been agreed due to increasing service pressures and demands	
Access	1.339	1.392	0.053	Grant Income Target not realised due to cessation of Single Revenue Grant in March, 2019 of £0.027m. Service Review within Rights of Way team resulting in an increase in staff costs across 4 posts of £0.026m.	In-year vacancy savings across the Portfolio will be utilised to assist in mitigating increased staff costs from service reviews.
Management & Strategy	1.391	1.347	-0.044	Staffing related Business Planning Efficiencies yet to be achieved fully pending all Service Review outcomes within the Portfolio. These are currently more than mitigated by vacancy savings in Planning Policy, Land Drainage and Admin services	Vacancy savings across the Portfolio will be utilised to assist in mitigating the unachieved efficiencies in the short term.
Minor Variances	1.611	1.598	-0.013		
<b>Total Planning &amp; Environment</b>	<b>5.929</b>	<b>5.994</b>	<b>0.064</b>		
<b>People &amp; Resources</b>					
HR & OD	2.375	2.405	0.031		
Corporate Finance	2.089	2.097	0.007		
<b>Total People &amp; Resources</b>	<b>4.464</b>	<b>4.502</b>	<b>0.038</b>		
<b>Governance</b>					



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Legal Services	0.725	0.892	0.167	Overspend as a result of employing 3 locums covering absence to ensure continuing client service delivery in the area of child protection £0.090m Unachievable efficiency target £0.090m mitigated by fee income and commitment challenge within the service by £0.013m	Absence Monitoring and monitor income generation
Democratic Services	2.068	2.039	-0.029		
Internal Audit	0.464	0.441	-0.023		
Procurement	0.320	0.295	-0.025		
ICT	4.687	4.710	0.023		
Customer Services	0.543	0.572	0.029	Service review completed and new structure in place	
Revenues	0.200	0.197	-0.002		
<b>Total Governance</b>	<b>9.007</b>	<b>9.146</b>	<b>0.139</b>		
<b>Strategic Programmes</b>					
Leisure	3.860	3.861	0.000		
<b>Total Strategic Programmes</b>	<b>3.860</b>	<b>3.861</b>	<b>0.000</b>		
<b>Housing &amp; Assets</b>					
Enterprise Centres	-0.218	-0.163	0.055	Shortfall of income recovered from Rents and Service charges	Possible mitigation from £52k remaining in reserve relating to Flintshire Enterprise
Agricultural Estates	-0.213	-0.163	0.050	Shortfall of income recovered from Rents	
CPM & Design Services	0.675	0.602	-0.073	Surplus of income recovered via Service Level Agreements (SLAs)	
Industrial Units	-1.329	-1.247	0.082	Shortfall of income recovered from Rents and Service charges	Possible mitigation from £70k remaining in Rent income shortfall reserve
Benefits	11.570	11.296	-0.274	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Minor Variances	5.225	5.340	0.115		
<b>Total Housing &amp; Assets</b>	<b>15.711</b>	<b>15.666</b>	<b>-0.045</b>		
<b>Chief Executive's</b>	<b>2.842</b>	<b>2.678</b>	<b>-0.163</b>	Vacant Posts	
<b>Central &amp; Corporate Finance</b>	<b>23.498</b>	<b>23.019</b>	<b>-0.480</b>	Early analysis indicates a significant underspend on the pension contribution account in 2019/20. The main factor affecting the position is due to the financial impact of the transfer of various services being less than anticipated, together with the recovery of a higher level of contribution to the deficit due to the increased pay award. The underspend is mitigated by a £0.163m shortfall in the Income Budget due to income generation not yet achieving the required target.	The position is under review as part of the current work on the 2020/21 budget.
<b>Grand Total</b>	<b>271.350</b>	<b>274.333</b>	<b>2.983</b>		

2019/20 Efficiencies Outturn Tracker

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
		2019/20 £m	2019/20 £m	2019/20 £m				
<b>Portfolio</b>								
<b>Corporate</b>								
Minimum Revenue Provision	Liz Thomas	1.400	1.400	0.000	C	G	N/A	N/A
New Income Targets* (See below for further breakdown)	All	0.100	0.000	(0.100)	O	A	See income analysis below	
Management of Workforce and Inflation cost pressures	Gary Ferguson	1.144	1.144	0.000	C	G	N/A	N/A
Inflation	Sara Dutton/Sharon Carney	0.250	0.150	(0.100)	O	A	To be confirmed	Full impact will need to be assessed during the financial year
Workforce Terms and Conditions							Agreed re-profiling of subsidy reduction	
ADM Subsidies	Rachael Corbelli	0.400	0.285	(0.115)	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing	N/A
Reduction in Corporate Management Costs	Joanne Pierce	0.250	0.256	0.006	C	G		
HRA/Council Fund Recharges	Rachael Corbelli	0.158	0.158	0.000	O	G		
Newsletter & Promotions	Karen Armstrong	0.029	0.029	0.000	O	G		
Workforce Reduction	Karen Armstrong	0.015	0.015	0.000	O	G		
IT Infrastructure	Gareth Owen	0.097	0.097	0.000	O	G		
Democratic Services	Gareth Owen	0.009	0.009	0.000	O	G		
<b>Total Corporate Services</b>		<b>3.852</b>	<b>3.543</b>	<b>(0.309)</b>				
<b>Social Services</b>								
Domiciliary Care Charging Cap	Neil Avling	0.264	0.264	0.000	O	G		
Business Systems Mobiles and Hardware		0.005	0.005	0.000	O	G		
Older Peoples Day Services		0.020	0.020	0.000	O	G		
Reduction in Voids		0.025	0.025	0.000	O	G		
Regional Efficiency		0.020	0.020	0.000	O	G		
Strategic Use of Grants		0.170	0.170	0.000	O	G		
Telecare		0.010	0.010	0.000	O	G		
Deferral of Recruitment		0.050	0.050	0.000	O	G		
Social Care Additional Funding		1.410	1.303	(0.107)	C	G	Grant allocation of £1.303m advised by WLGA	
Children's Services Additional Funding		0.110	0.000	(0.110)	O	A	Grant allocated to National Adoption Service arrangement with WCBC as lead - funding being fully spent on new staff	
Regional Allocation Health and Social Care		0.705	0.639	(0.066)	O	G	ICF funding £0.639m for Children's Services Edge of Care and complex needs	
<b>Total Social Services</b>		<b>2.789</b>	<b>2.506</b>	<b>(0.283)</b>				
<b>Education &amp; Youth</b>								
Integrated Youth Provision		0.014	0.014	0.000	O	G		
School Planning and Provision		0.005	0.005	0.000	O	G		
School Improvement Systems		0.058	0.058	0.000	O	G		
Gwe Efficiency		0.006	0.006	0.000	O	G		
<b>Total Education &amp; Youth</b>		<b>0.083</b>	<b>0.083</b>	<b>0.000</b>				
<b>Housing &amp; Assets</b>								
Housing Solutions; Reduction to temporary accommodation	Jenny Griffiths	0.030	0.000	(0.030)	O	G	Delay to reviving processes	
Housing Programmes; Reductions in bond applications	Mel Evans	0.005	0.005	0.000	O	G		
<b>Total Housing &amp; Assets</b>		<b>0.035</b>	<b>0.005</b>	<b>(0.030)</b>				
<b>Streetscene &amp; Transportation</b>								
School Transport	Anthony Stanford	0.100	0.000	(0.100)	C	R	Decision not to review historic transport anomalies in year.	Impact of not achieving the efficiency included in the Additional School Transport Costs range in the Month 2 report.
Review Security Arrangements in depot	Katie Wilby	0.005	0.005	0.000	O	G		
<b>Total Streetscene &amp; Transportation</b>		<b>0.105</b>	<b>0.005</b>	<b>(0.100)</b>				
<b>Planning, Environment &amp; Economy</b>								
Service Review - Trading Standards	Sian Jones	0.035	0.035	0.000	O	G		
Supplies and Services review	Lynne Fensome	0.005	0.005	0.000	O	G		
Regeneration review of spending	Niall Waller	0.023	0.023	0.000	O	A		
Greenfield Valley Management Fee (10% E88k)	Tom Woodall	0.007	0.007	0.000	O	G		
Minerals & Waste shared service	Gary Nancarrow	0.005	0.005	0.000	O	A		
<b>Total Planning, Environment &amp; Economy</b>		<b>0.075</b>	<b>0.075</b>	<b>0.000</b>				
<b>Total 2019/20 Budget Efficiencies</b>		<b>6.939</b>	<b>6.217</b>	<b>(0.722)</b>				

Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
<b>Revised 2019/20 Budget Efficiencies</b>		<b>6.824</b>	<b>(0.607)</b>

	%	£
<b>Total 2019/20 Budget Efficiencies</b>	100	6.939
<b>Total Projected 2019/20 Budget Efficiencies Underachieved</b>	-10	(0.722)
<b>Total Projected 2019/20 Budget Efficiencies Achieved</b>	90	6.217
<b>Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)</b>	100	6.824
<b>Total Projected 2019/20 Budget Efficiencies Underachieved</b>	-9	(0.607)
<b>Total Projected 2019/20 Budget Efficiencies Achieved</b>	91	6.217

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**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2019	14.021	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.252
Less – amount committed as part of balancing 2019/20 budget		(2.221)
Less – amount approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB)		(0.062)
Less – amount approved for investment in change		(1.000)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – projected outturn overspend		2.983
<b>Total Contingency Reserve available for use</b>		<b>1.886</b>

**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 4 - SUMMARY**

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>					
Income	(36.239)	(36.045)	0.194	There is a projected pressure of £0.194m on income. Of this pressure, £0.132m relates to loss of rental income on void properties and £0.060m relates to loss of income on garages which are not tenanted. The remaining £0.002m relates to other minor variances.	Further savings within the HRA will be sought to offset this pressure in year.
Capital Financing - Loan Charges	8.380	8.380			
Estate Management	1.701	1.683	(0.018)	Additional expenditure of £0.051m is anticipated during the year in respect of the purchase of software. Salaries efficiency arising from vacancy savings and grant recharges of £0.079m. Other minor variances of £0.010m.	
Landlord Service Costs	1.466	1.469	0.003	Minor variances.	
Repairs & Maintenance	8.530	8.530	(0.000)		
Management & Support Services	2.442	2.343	(0.099)	It is anticipated that savings of £0.099m will be achieved in Management and Support costs. This will be achieved through salary savings.	
Capital Expenditure From Revenue (CERA)	13.717	13.717			
HRA Projects	(0.155)	(0.154)	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.077	(0.081)	Reduction in contribution to reserves of £0.080m to offset additional expenditure across the HRA.	
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>		



## CABINET MEETING

<b>Date of Meeting</b>	Tuesday 24th September 2019
<b>Report Subject</b>	Capital Programme Monitoring 2019/20 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report By</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2019/20 since it was set in February 2019 to the end of Month 4 (July 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £27.844m during the period. This is comprised of:-

- Net increases in the programme of £15.914m (Council Fund (CF) £15.390m, Housing Revenue Account (HRA) £0.524m);
- Introduction of Carry Forward from 2018/19 of £11.930m (CF £11.930m, HRA £0.000m)

Actual expenditure was £15.106m.

The Capital Programme Monitoring 2018/19 final outturn position, for the 3 year budget set in February 2018 ending in 2020/21, reflected a deficit of £1.187m.

The combined current deficit position of the Capital Programme, for the 3 year budget set in February 2019 ending in 2021/22 is £1.230m. This is in advance of any additional capital receipts or other funding being generated in year.

## RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out in 1.16.
(3)	Cabinet are requested to approve the funding of schemes from the current 'headroom', re-profiling of the Disability Discrimination Act (DDA) budget and if required, funding for flooding impact on the Highway Network as set out in 1.17.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 CAPITAL PROGRAMME MONITORING POSITION- 2019/20</b>
	<b>Background</b>
1.01	The Council approved a Council Fund (CF) capital programme of £27.751m and a Housing Revenue Account (HRA) capital programme of £34.208m for 2019/20 at its meeting of 19 <sup>th</sup> February, 2019.
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.
	<b>Changes since Budget approval</b>
1.03	Table 1 below sets out how the programme has changed during 2019/20. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

**Table 1**

<b>REVISED PROGRAMME</b>	<b>Original Budget 2019/20</b>	<b>Carry Forward from 2018/19</b>	<b>Changes - This Period</b>	<b>Revised Budget 2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
People & Resources	0.250	0.203	0.000	0.453
Governance	1.057	0.199	0.000	1.256
Education & Youth	9.943	4.336	0.585	14.864
Social Care	1.001	3.084	6.150	10.235
Planning, Environment & Economy	0.000	0.661	0.100	0.761
Streetscene & Transportation	0.600	1.403	8.337	10.340
Strategic Programmes	0.700	0.424	0.027	1.151
Housing & Assets	14.200	1.620	0.191	16.011
<b>Council Fund Total</b>	<b>27.751</b>	<b>11.930</b>	<b>15.390</b>	<b>55.071</b>
<b>HRA Total</b>	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>34.732</b>
<b>Programme Total</b>	<b>61.959</b>	<b>11.930</b>	<b>15.914</b>	<b>89.803</b>

**Carry Forward from 2018/19**

1.04

Carry forward sums from 2018/19 to 2019/20, totalling £11.930m (CF £11.930m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2018/19.

**Changes during this period**

1.05

Funding changes during this period have resulted in a net increase in the programme total of £15.914m (CF £15.390m, HRA £0.524m). A summary of the changes, detailing major items, is shown in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>		
	<b>Para</b>	<b>£m</b>
<b><u>COUNCIL FUND</u></b>		
<b>Increases</b>		
Local Transport / Active Travel / Safe Routes Grant	1.06	7.203
Children's Services Grants	1.07	6.150
Highways	1.08	0.954
Educational Grants	1.09	0.585
Waste Services	1.10	0.180
Other Aggregate Increases		0.318
		<b>15.390</b>
<b>Decreases</b>		
Other Aggregate Decreases		0.000
		<b>0.000</b>
<b>Total</b>		<b>15.390</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Other Aggregate Increases	1.11	0.524
		<b>0.524</b>
<b>Decreases</b>		
Other Aggregate Decreases		0.000
		<b>0.000</b>
<b>Total</b>		<b>0.524</b>

1.06	It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the Local Transport, Active Travel and Safe Routes grants from Welsh Government (WG). These grants will provide a range of transportation schemes across the County, including cycling links and construction of a Park & Ride on the Deeside Industrial Park.
1.07	Award of funding received from WG for the Childcare Offer Capital Grant, £5.390m and Flying Start Capital Funding, £0.760m. The purpose of the Childcare funding is to enable the Council to support or provide sufficient childcare places to meet demand generated by the Childcare Offer. This provides 3-4 year olds with 30 hours of funded early education and childcare per week. The Flying Start grant will enable the Council to build, develop and refurbish suitable premises from which Flying Start services can be delivered, which provides support services to children under 3 years old and their families.
1.08	Introduction of Highways Maintenance Grant funding from WG of £0.954m which will support the Councils core funding allocation of £0.600m for the



	Highway Asset Management Plan which is invested to maintain current network performance where required.
1.09	Voluntary Aided (VA) Schools Grant Funding awarded from WG for works at Richard Gwyn Catholic High School, £0.434m and St Ethelwolds Primary School, £0.151m.
1.10	WG grant awarded of £0.180m in relation to the development of waste transfer depot facilities and equipment to deliver operational efficiencies and improved management of residual waste and recyclates going to the residual waste treatment plant.
1.11	Introduction of budget in the Strategic Housing and Regeneration Programme (SHARP) to accommodate schemes rolled over from 2018/19 to match expenditure.
	<b>Capital Expenditure compared to Budget</b>
1.12	Expenditure as at Month 4, across the whole of the capital programme was £15.106m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 16.82% of the budget has been spent (CF 16.13%, HRA 17.91%). Corresponding figures for Month 4 2018/19 were 17.97% (CF 16.08%, HRA 20.18%).
1.13	The table also shows a projected underspend (pending carry forward and other adjustments) of £0.057m on the Council Fund and a break even position on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
People & Resources	0.453	0.00	0.00	0.453	0.000
Governance	1.256	0.001	0.09	1.256	0.000
Education & Youth	14.864	3.223	21.68	15.064	0.200
Social Care	10.235	1.305	12.75	10.235	0.000
Planning, Environment & Economy	0.761	0.062	8.15	0.771	0.010
Streetscene & Transportation	10.340	1.996	19.30	10.193	(0.147)
Strategic Programmes	1.151	0.745	64.73	1.031	(0.120)
Housing & Assets	16.011	1.553	9.70	16.011	0.000
<b>Council Fund Total</b>	<b>55.071</b>	<b>8.885</b>	<b>16.13</b>	<b>55.014</b>	<b>(0.057)</b>
Disabled Adaptations	1.082	0.290	26.80	1.082	0.000
Energy Schemes	0.639	0.061	9.55	0.639	0.000
Major Works	1.871	0.749	40.03	1.871	0.000
Accelerated Programmes	0.728	0.111	15.25	0.728	0.000
WHQS Improvements	18.624	3.513	18.86	18.624	0.000
SHARP Programme	11.788	1.497	12.70	11.788	0.000
<b>Housing Revenue Account Total</b>	<b>34.732</b>	<b>6.221</b>	<b>17.91</b>	<b>34.732</b>	<b>0.000</b>
<b>Programme Total</b>	<b>89.803</b>	<b>15.106</b>	<b>16.82</b>	<b>89.746</b>	<b>(0.057)</b>

1.14 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2020/21 has been identified, this is also included in the narrative.

**Carry Forward into 2020/21**

1.15 During the quarter carry forward of £0.617m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2020/21.

1.16 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

**Table 4**

<b>CARRY FORWARD INTO 2020/21</b>	<b>Month 4</b>
	<b>£m</b>
Streetscene & Transportation	0.497
Strategic Programmes	0.120
<b>Council Fund</b>	<b>0.617</b>
<b>TOTAL</b>	<b>0.617</b>

**Additional Allocations**

1.17 Additional allocations have been identified in the programme in this quarter as follows:

- Arosfa Extension - £0.085m. Arosfa is a short term care facility supporting children and young people who have a physical or learning disability. The facility is regularly oversubscribed meaning short term care has to be purchased out of county at additional cost. The revised extension and refurbishment costs of this existing scheme estimate a £0.085m shortfall in the funding allocated to complete the scheme. Development to proceed is required as soon as possible as this will generate revenue savings by reducing the costs of Out of County placements, and provide additional, higher quality short term care closer to home for our clients.
- Flint High School ATP Surface Replacement - £0.040m. Cost of replacing ATP surface, was more than the original estimate approved (£0.130m) in the capital programme.

Both can be funded from within the current 'headroom' provision, leaving a remaining balance of £0.305m.

**Disability Discrimination Act (DDA) Adaptations Programme Projects**

This is a statutory requirement on Local Authorities to complete adaptations. In recent years this budget has been sufficient. There is a pressure of £0.200m on DDA Projects due to the size of the schemes in 2019/20. It is proposed to underwrite this by taking £0.200m from the 2020/21 school building works allocation.

**Flooding impact on Highway Network, June 2019**

A pressure of £0.350m has been identified within the Streetscene & Transportation portfolio's Highways Asset Management Plan.

Reconstruction of the Highway Network was necessary to keep transportation routes open as a result of damage created from flooding across the County in June, following an extreme weather event. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system.

A grant funding request has been submitted to Welsh Government to mitigate the pressure, which is awaiting confirmation on eligibility and outcome of award of funding.

If not successful, the shortfall in funding for the capital programme for 2019/20 – 2021/22 will increase from £1.230m to £1.580m

**Savings**

1.18 No savings have been identified in the programme in this quarter.

**Funding of 2019/20 Approved Schemes**

1.19 The position at Month 4 is summarised in Table 5 below:-

**Table 5**

<b>FUNDING OF APPROVED SCHEMES</b>		
	<b>£m</b>	<b>£m</b>
Capital Receipts Available as at 31/03/19		(13.633)
Carry Forward to 2019/20 - Approved	11.930	
Assumed in 2019/20 - 2021/22 Budget	2.562	<u>14.492</u>
		<b>0.859</b>
<b>Increases</b>		
Shortfall in 2019/20 to 2021/22 Budget	0.374	
		<u>0.374</u>
<b>Decreases</b>		
Actual In year receipts	(0.003)	
		<u>(0.003)</u>
<b>Funding - (Available)/Shortfall</b>		<b>1.230</b>

1.20 The final outturn funding deficit from 2018/19 – 2020/21 was £1.187m.

In addition, schemes put forward for the years 2019/20 - 2021/22 showed a potential shortfall in funding of £0.374m. The supporting detail can be found

	<p>in the report 'Development of 2019/20 - 2021/22 Capital Programme' which was presented to Council on 19<sup>th</sup> February 2019.</p> <p>Combined, there is currently a funding shortfall of £1.230m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.</p>																																												
1.21	<p><b>Investment in County Towns</b></p> <p>At its meeting on 12<sup>th</sup> December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14<sup>th</sup> June 2018.</p>																																												
1.22	<p>Table 6 below shows a summary of the 2018/19 actual expenditure, the 2019/20 revised budget and budgets for future years as approved by Council at its meeting of 19<sup>th</sup> February, 2019. Further detail can be found in Appendix C, including details of the 2019/20 spend to Month 4.</p> <p><b>Table 6</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="text-align: center;"><b>INVESTMENT IN COUNTY TOWNS</b></th> </tr> <tr> <th></th> <th style="text-align: center;"><b>2018/19 Actual £m</b></th> <th style="text-align: center;"><b>2019/20 Revised Budget £m</b></th> <th style="text-align: center;"><b>2020 - 2022 Budget £m</b></th> </tr> </thead> <tbody> <tr> <td>Buckley / Penyffordd</td> <td style="text-align: center;">3.485</td> <td style="text-align: center;">3.658</td> <td style="text-align: center;">1.381</td> </tr> <tr> <td>Connah's Quay / Shotton</td> <td style="text-align: center;">10.903</td> <td style="text-align: center;">4.528</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Flint / Bagillt</td> <td style="text-align: center;">2.209</td> <td style="text-align: center;">1.911</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Holywell / Caerwys / Mostyn</td> <td style="text-align: center;">3.905</td> <td style="text-align: center;">2.420</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Mold / Treuddyn / Cilcain</td> <td style="text-align: center;">1.897</td> <td style="text-align: center;">1.546</td> <td style="text-align: center;">0.500</td> </tr> <tr> <td>Queensferry / Hawarden / Sealand</td> <td style="text-align: center;">5.661</td> <td style="text-align: center;">6.561</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Saltney / Broughton / Hope</td> <td style="text-align: center;">0.548</td> <td style="text-align: center;">7.382</td> <td style="text-align: center;">0.207</td> </tr> <tr> <td>Unallocated / To Be Confirmed</td> <td style="text-align: center;">3.202</td> <td style="text-align: center;">12.831</td> <td style="text-align: center;">23.695</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>31.810</b></td> <td style="text-align: center;"><b>40.837</b></td> <td style="text-align: center;"><b>25.783</b></td> </tr> </tbody> </table>	<b>INVESTMENT IN COUNTY TOWNS</b>					<b>2018/19 Actual £m</b>	<b>2019/20 Revised Budget £m</b>	<b>2020 - 2022 Budget £m</b>	Buckley / Penyffordd	3.485	3.658	1.381	Connah's Quay / Shotton	10.903	4.528	0.000	Flint / Bagillt	2.209	1.911	0.000	Holywell / Caerwys / Mostyn	3.905	2.420	0.000	Mold / Treuddyn / Cilcain	1.897	1.546	0.500	Queensferry / Hawarden / Sealand	5.661	6.561	0.000	Saltney / Broughton / Hope	0.548	7.382	0.207	Unallocated / To Be Confirmed	3.202	12.831	23.695	<b>Total</b>	<b>31.810</b>	<b>40.837</b>	<b>25.783</b>
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1.23	<p>The inclusion of actuals for 2018/19 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2018/19 has not be included, and the expenditure and budgets reported should be considered in that context.</p>																																												
1.24	<p>There are two significant factors which increase allocations to particular areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.</p>																																												
1.25	<p>Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to</p>																																												

	one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.																											
1.26	Information on the split between internal and external funding can be found in Appendix C.																											
1.27	<p>In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.</p> <p><b>Table 7</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: left;"><b>WHQS Programme</b></th> </tr> <tr> <th></th> <th style="text-align: center;"><b>2018/19 Actual £m</b></th> <th style="text-align: center;"><b>2019/20 Budget £m</b></th> </tr> </thead> <tbody> <tr> <td>Holywell</td> <td style="text-align: center;">0.800</td> <td style="text-align: center;">2.400</td> </tr> <tr> <td>Flint</td> <td style="text-align: center;">3.040</td> <td style="text-align: center;">2.100</td> </tr> <tr> <td>Deeside &amp; Saltney</td> <td style="text-align: center;">4.400</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td>Buckley</td> <td style="text-align: center;">2.400</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td>Mold</td> <td style="text-align: center;">1.230</td> <td style="text-align: center;">7.200</td> </tr> <tr> <td>Connah's Quay &amp; Shotton</td> <td style="text-align: center;">1.740</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>13.610</b></td> <td style="text-align: center;"><b>12.600</b></td> </tr> </tbody> </table>	<b>WHQS Programme</b>				<b>2018/19 Actual £m</b>	<b>2019/20 Budget £m</b>	Holywell	0.800	2.400	Flint	3.040	2.100	Deeside & Saltney	4.400	0.300	Buckley	2.400	0.300	Mold	1.230	7.200	Connah's Quay & Shotton	1.740	0.300	<b>Total</b>	<b>13.610</b>	<b>12.600</b>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	No consultation is required as a direct result of this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.

	<p>If the grant funding bid is not successful in relation to the works on the Highway Network as a result of flooding in June 19, the funding shortfall over the 3 year Capital Programme will increase from £1.230m to £1.580m.</p> <p>The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In recent years, much of the Council's investment programme has been funded from capital receipts. Whilst the Council's ability to generate significant capital receipts is getting harder the Council is in the process of negotiating a number of capital receipts and will wherever possible seek to identify assets for sale (as appropriate) which will address the funding shortfall in the current 3 year capital programme. There is risk relating to such receipts due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.</p> <p>When shortfalls in the Capital Programme are approved the funding is kept flexible. Options include a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes can be considered. Capital budgets and funding options will be closely monitored and considered throughout the year.</p>
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<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2019/20
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Capital Programme monitoring papers 2019/20.</p> <p><b>Contact Officer:</b> Chris Taylor Principal Accountant</p> <p><b>Telephone:</b> 01352 703309</p> <p><b>E-Mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget Re-profiling:</b> Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.

**Capital Expenditure:** Expenditure on the acquisition of **non-current assets** or expenditure which extends the useful life of an existing asset

**Capital Programme:** The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

**Capital Receipts:** Receipts (in excess of £10,000) realised from the disposal of assets.

**Carry Forward:** Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.

**CERA: Capital Expenditure charged to Revenue Account.** The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

**Council Fund (CF):** The fund to which all the Council's revenue and capital expenditure is charged.

**Housing Revenue Account (HRA):** The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

**MRA: Major Repairs Allowance.** A general capital grant from WG for HRA purposes.

**Non-current Asset:** A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

**Section 106:** Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

**Target Hardening:** Measures taken to prevent unauthorised access to Council sites.

**Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing -** Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

**Unsupported (Prudential) Borrowing:** Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and



	other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.
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## APPENDIX A

## CAPITAL PROGRAMME - CHANGES DURING 2019/20

	Original Budget 2019/20	Carry Forward from 2018/19	Changes (Current)	Revised Budget 2019/20
	£m	£m	£m	£m
<b>Council Fund :</b>				
<b>People &amp; Resources</b>				
Headroom	0.250	0.180	0.000	0.430
Corporate Finance - H & S	0.000	0.023	0.000	0.023
	<b>0.250</b>	<b>0.203</b>	<b>0.000</b>	<b>0.453</b>
<b>Governance</b>				
Information Technology	1.057	0.199	0.000	1.256
	<b>1.057</b>	<b>0.199</b>	<b>0.000</b>	<b>1.256</b>
<b>Education &amp; Youth</b>				
Education - General	0.500	2.434	0.585	3.519
Primary Schools	1.241	0.944	0.000	2.185
Schools Modernisation	3.952	0.000	0.000	3.952
Secondary Schools	4.000	0.708	0.000	4.708
Special Education	0.250	0.250	0.000	0.500
	<b>9.943</b>	<b>4.336</b>	<b>0.585</b>	<b>14.864</b>
<b>Social Care</b>				
Services to Older People	1.001	0.290	1.738	3.029
Learning Disability	0.000	2.729	(1.738)	0.991
Children's Services	0.000	0.065	6.150	6.215
	<b>1.001</b>	<b>3.084</b>	<b>6.150</b>	<b>10.235</b>
<b>Planning, Environment &amp; Economy</b>				
Closed Landfill Sites	0.000	0.250	0.000	0.250
Engineering	0.000	0.361	0.062	0.423
Energy Services	0.000	0.000	0.018	0.018
Ranger Services	0.000	0.050	0.000	0.050
Townscape Heritage Initiatives	0.000	0.000	0.013	0.013
Urban/Rural Regeneration	0.000	0.000	0.007	0.007
	<b>0.000</b>	<b>0.661</b>	<b>0.100</b>	<b>0.761</b>
<b>Streetscene &amp; Transportation</b>				
Waste - CCP Grant	0.000	0.000	0.180	0.180
Waste - Other	0.000	0.497	0.000	0.497
Highways	0.600	0.560	0.954	2.114
Local Transport Grant	0.000	0.000	7.203	7.203
Solar Farms	0.000	0.346	0.000	0.346
	<b>0.600</b>	<b>1.403</b>	<b>8.337</b>	<b>10.340</b>
	<b>0.274</b>			
<b>Tudalen</b>	<b>0.274</b>	<b>1.403</b>	<b>8.337</b>	<b>10.340</b>

	<b>Original Budget 2019/20</b>	<b>Carry Forward from 2018/19</b>	<b>Changes (Current)</b>	<b>Revised Budget 2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Strategic Programmes</b>				
Leisure Centres	0.000	0.020	0.060	0.080
Play Areas	0.200	0.140	(0.033)	0.307
Libraries	0.000	0.106	0.000	0.106
Theatr Clwyd	0.500	0.158	0.000	0.658
	<b>0.700</b>	<b>0.424</b>	<b>0.027</b>	<b>1.151</b>
<b>Housing &amp; Assets</b>				
Administrative Buildings	2.500	0.034	0.000	2.534
Community Asset Transfers	0.000	0.734	0.000	0.734
Affordable Housing	10.000	0.000	0.000	10.000
Private Sector Renewal/Improv't	1.700	0.852	0.191	2.743
	<b>14.200</b>	<b>1.620</b>	<b>0.191</b>	<b>16.011</b>
<b>Housing Revenue Account :</b>				
Disabled Adaptations	1.082	0.000	0.000	1.082
Energy Schemes	0.639	0.000	0.000	0.639
Major Works	1.871	0.000	0.000	1.871
Accelerated Programmes	0.728	0.000	0.000	0.728
WHQS Improvements	18.624	0.000	0.000	18.624
SHARP Programme	11.264	0.000	0.524	11.788
	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>34.732</b>
<b>Totals :</b>				
<b>Council Fund</b>	27.751	11.930	15.390	55.071
<b>Housing Revenue Account</b>	34.208	0.000	0.524	34.732
<b>Grand Total</b>	<b>61.959</b>	<b>11.930</b>	<b>15.914</b>	<b>89.803</b>

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Headroom	0.430	0.000	0.430	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.023	0.000	0.023	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
<b>Total</b>	<b>0.453</b>	<b>0.000</b>	<b>0.453</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

## GOVERNANCE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.256	0.001	1.256	0.000	0	0.000			
<b>Total</b>	<b>1.256</b>	<b>0.001</b>	<b>1.256</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	3.519	0.078	3.519	0.000	0	0.000			
Primary Schools	2.185	0.196	2.185	0.000	0	0.000			
Schools Modernisation	3.952	2.789	3.952	0.000	0	0.000			
Secondary Schools	4.708	0.109	4.708	0.000	0	0.000			
Special Education	0.500	0.052	0.700	0.200	40	0.000	£0.200m shortfall on DDA Projects due to significant adaptations on a number of schemes in 2019/20.	It is proposed that the shortfall will be reimbursed from the 2020/21 DDA Budget Allocation.	Request for Cabinet approval found in the main body of the report.
<b>Total</b>	<b>14.864</b>	<b>3.223</b>	<b>15.064</b>	<b>0.200</b>	<b>1</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## SOCIAL CARE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.029	0.311	3.029	0.000	0	0.000			
Learning Disability	0.991	0.991	0.991	0.000	0	0.000			
Children's Services	6.215	0.004	6.215	0.000	0	0.000	2 year grant. Spend will be spread over 2019/20 and 2020/21. Budget to be amended in M6 to reflect split over the two years.	The Grant will be carried forward into 2020/21	
<b>Total</b>	<b>10.235</b>	<b>1.305</b>	<b>10.235</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.250	0.000	0	0.000			
Engineering	0.423	0.001	0.423	0.000	0	0.000			
Energy Services	0.018	0.008	0.018	0.000	0	0.000			
Ranger Services	0.050	0.023	0.050	0.000	0	0.000			
Townscape Heritage Initiatives	0.013	0.014	0.014	0.001	8	0.000			Funding to be introduced to match expenditure
Urban / Rural Regeneration	0.007	0.016	0.016	0.009	129	0.000	Refurbishment to shop front.		CERA funding will be introduced to cover total expenditure
<b>Total</b>	<b>0.761</b>	<b>0.062</b>	<b>0.771</b>	<b>0.010</b>	<b>1</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	0.677	0.000	0.180	(0.497)	(73)	0.000	Expenditure on transfer station development now taking place in the 2020/21 financial year.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.497m</b> to 2020/21	Dependent on intended projects progressing in 2020/21 by both Denbighshire and Conwy Councils
Highways	2.114	0.057	2.464	0.350	17	0.000	Following the extreme weather event during June 2019, the service has incurred pressures from resolving flooding issues across the County, impacted the capital programme and creating an additional pressures of £0.350m for highway repairs.	Pressure created in the capital programme of <b>£0.350m</b> . Will require additional funding.	A grant funding request has been submitted to Welsh Government to mitigate the pressure, which is awaiting confirmation on eligibility and outcome of award of funding.
Local Transport Grant	7.203	1.938	7.203	0.000	0	0.000			
Solar Farms	0.346	0.000	0.346	0.000	0	0.000			
<b>Total</b>	<b>10.340</b>	<b>1.996</b>	<b>10.193</b>	<b>(0.147)</b>	<b>(1)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



## STRATEGIC PROGRAMMES

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.080	0.040	0.080	0.000	0	0.000			
Play Areas	0.307	0.143	0.207	(0.100)	(33)	0.000	Year 3 capital allocation for Bailey Hill Project	<b>Carry Forward</b> - Request approval to move funding of <b>£0.100m</b> to 2020/21	S106 and Match Funded schemes, money drawn down when scheme is completed. £0.100m as the Bailey Hill project is not due to be completed until 2020/21.
Libraries	0.106	0.000	0.106	0.000	0	0.000			
Clwyd Theatr Cymru	0.658	0.562	0.638	(0.020)	(3)	0.000	Delay in purchasing equipment until 2020/21	<b>Carry Forward</b> - Request approval to move funding of <b>£0.020m</b> funding to 2020/21	
<b>Total</b>	<b>1.151</b>	<b>0.745</b>	<b>1.031</b>	<b>(0.120)</b>	<b>(10)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	2.534	0.115	2.534	0.000	0	0.000			
Community Asset Transfers	0.734	0.014	0.734	0.000	0	0.000			
Affordable Housing	10.000	0.832	10.000	0.000	0	0.000			
Private Sector Renewal/Improvement	2.743	0.592	2.743	0.000	0	0.000			DFG spend is customer driven and volatile
<b>Total</b>	<b>16.011</b>	<b>1.553</b>	<b>16.011</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

Tadalen 282

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.082	0.290	1.082	0.000	0	0.000			
Energy Services	0.639	0.061	0.639	0.000	0	0.000			
Major Works	1.871	0.749	1.871	0.000	0	0.000			
Accelerated Programmes	0.728	0.111	0.728	0.000	0	0.000			
WHQS Improvements	18.624	3.513	18.624	0.000	0	0.000			
SHARP	11.788	1.497	11.788	0.000	0	0.000			
<b>Total</b>	<b>34.732</b>	<b>6.221</b>	<b>34.732</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

Tidalen 283

## SUMMARY

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.453	0.000	0.453	0.000	0	0.000			
Governance	1.256	0.001	1.256	0.000	0	0.000			
Education & Youth	14.864	3.223	15.064	0.200	1	0.000			
Social Care	10.235	1.305	10.235	0.000	0	0.000			
Planning, Environment & Economy	0.761	0.062	0.771	0.010	1	0.000			
Transport & Streetscene	10.340	1.996	10.193	(0.147)	(1)	0.000			
Strategic Programmes	1.151	0.745	1.031	(0.120)	(10)	0.000			
Housing & Assets	16.011	1.553	16.011	0.000	0	0.000			
<b>Sub Total - Council Fund</b>	<b>55.071</b>	<b>8.885</b>	<b>55.014</b>	<b>(0.057)</b>	<b>(0)</b>	<b>0.000</b>			
Housing Revenue Account	34.732	6.221	34.732	0.000	0	0.000			
<b>Total</b>	<b>89.803</b>	<b>15.106</b>	<b>89.746</b>	<b>(0.057)</b>	<b>(0)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

INVESTMENT IN COUNTY TOWNS - 2018/19 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	18/19 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	4,233	11	94	1,360	320	69		2,083	24	272									3,795	438	4,233
<b>EDUCATION &amp; YOUTH</b>																					
<b>21C Schools:-</b>																					
CQ High School	8,818			3,709	5,109														3,709	5,109	8,818
Holywell High School	399							399											399		399
Penyffordd Amalgamation	2,355		2,355																	2,355	2,355
<b>School Extension &amp; Remodelling:-</b>																					
Ysgol Glan Aber	196					28	168												28	168	196
Castell Alun	50													50						50	50
<b>SOCIAL CARE</b>																					
LD Day Care Facility	2,902											960	1,942						960	1,942	2,902
Marleyfield EPH	73	73																	73		73
<b>STREETSCENE &amp; TRANSPORTION</b>																					
<b>Highways Asset Management Plan:-</b>																					
Bridges	20			20															20		20
Street Lighting	1,479																	1,479		1,479	1,479
Highway Maintenance	2,966	462	221	127	60	440	210	461	221	259	124	158	75	100	48			2,007	959	2,966	
Transport Grant	5,789	61	205		198		115	20	697		75		2,345		350		1,723	81	5,708	5,789	
<b>DEVELOPMENT / REGENERATION</b>																					
Townscape Heritage Initiative	230						230													230	230
<b>LEISURE - AURA</b>																					
Leisure Centres	2,186	3				949				1,167		67							2,186		2,186
Synthetic Sports Pitches	113											113							113		113
	31,809	610	2,875	5,216	5,687	1,486	722	2,963	942	1,698	199	1,299	4,362	100	448		3,202		13,372	18,437	31,809

AREA TOTAL

3,485

10,903

2,209

3,905

1,897

5,661

548

3,202

INVESTMENT IN COUNTY TOWNS - 2019/20 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	10,000																10,000			10,000	10,000	
<b>EDUCATION &amp; YOUTH</b>																						
<b>21C Schools:-</b>																						
CQ High School	3,952			3,952																3,952	3,952	
<b>School Extension &amp; Remodelling:-</b>																						
Bagillt Ysgol Glan Aber	977					977														977	977	
Flint Saint Richard Gwyn	434						434														434	
Shotton St Ethelwolds	151				151																151	
Hope Castell Alun	6,230												4,550	1,680						4,550	1,680	
<b>SOCIAL CARE</b>																						
LD Day Care Facility	787											787								787	787	
Marleyfield EPH	3,008	3,008																		3,008	0	
<b>Child Care offer Grant:-</b>	4,890				375		500		2,000		955				450						4,890	
Small Grant Scheme	500		610																	500	500	
<b>STREET SCENE &amp; TRANSPORTION</b>																						
Highways Asset Management Plan:-																						
Buses	50			50																50	50	
Highways Maintenance	2,064	40																		1,110	954	
Transport Grant	7,203							420				5,774		702		1,070	954			7,203	7,203	
<b>STRATEGIC PROGRAMMES</b>																						
Theatre Clwyd - Redevelopment	591									591										591	591	
	40,837	3,048	610	4,002	526	977	934		2,420	591	955	787	5,774	4,550	2,832	11,070	1,761			25,025	15,812	40,837
<b>AREA TOTAL</b>			3,658	4,528		1,911	2,420		1,546		6,561		7,382		12,831							

INVESTMENT IN COUNTY TOWNS - 2019/20 - MONTH 4

APPENDIX C (Cont)

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS					
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000			
<b>EXPENDITURE</b>																							
<b>HOUSING - HRA</b>																							
SHARP	1,497	1,272		1						37		187								1,497	1,497		
<b>EDUCATION &amp; YOUTH</b>																							
<b>21C Schools:-</b>																							
CQ High School	1,585			1,507	78															1,507	78	1,585	
Penyffordd CP	1,184			1,184																1,184		1,184	
<b>School Extension &amp; Remodelling:-</b>																							
Bagillt Ysgol Glan Aber	132			132																132		132	
Flint Saint Richard Gwyn																							
<b>SOCIAL CARE</b>																							
LD Day Care Facility	991											991								991		991	
Marleyfield EPH	225		225																		225	225	
<b>STREETSCENE &amp; TRANSPORTION</b>																							
<b>Highways Asset Management Plan:-</b>																							
Bridges																							
Highways maintenance	7																				7	7	
Transport Grant	1,880		1		4							1,936		5							7	1,946	1,946
<b>STRATEGIC PROGRAMMES</b>																							
Theatre Clwyd - Redevelopment	557									557											557	557	
	8,058	1,272	226	2,824	82				0	594	0	1,178	1,936		5			7		5,868	2,256	8,124	
<b>AREA TOTAL</b>			1,498	2,906					0	594		3,114		5		7							

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INVESTMENT IN COUNTY TOWNS - 2020- 2022 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000				
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	12,430																12,430		12,430		12,430	
<b>EDUCATION &amp; YOUTH</b>																						
21C Schools:-	8,190																				8,190	
CQ High School																					8,190	
Castell Alun	207													207							207	
<b>SOCIAL CARE</b>																						
Marleyfield Residential Home	1,381	1,381																			1,381	
<b>STREETSCENE &amp; TRANSPORTION</b>																						
Highways Asset Management Plan:-	1,200																1,200				1,200	
Transport Grant	1,603																				1,603	
<b>STRATEGIC PROGRAMMES</b>																						
Theatre Clwyd - Redevelopment	500									500											500	
<b>LEISURE - AURA</b>																						
Synthetic Sports Pitches	272																				272	
	25,783	1,381								500				207			13,902	9,793		15,990	9,793	25,783
<b>AREA TOTAL</b>			1,381							500				207			23,695					

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 19 <sup>th</sup> September 2019
<b>Report Subject</b>	Budget Monitoring Report 2019/20 - Significant Variances (Streetscene and Transportation)
<b>Cabinet Member</b>	Deputy Leader and Cabinet Member - Streetscene & Transportation
<b>Report Author</b>	Corporate Finance Manager and Chief Officer – Streetscene and Transportation.
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

An Interim Budget Monitoring Report was considered at Corporate Resources Overview & Scrutiny Committee on 11<sup>th</sup> July. The report was accepted and the Committee also resolved that at the next meeting in September it would like to concentrate on the projected overspends within Social Care, Out of County Placements and Streetscene and Transportation - school transport.

The report provides further background on the service pressures relating to school transport within Streetscene and Transportation and the ongoing work to mitigate them

### **RECOMMENDATIONS**

1	That the Committee reviews and comments on the portfolio financial pressures within Streetscene & Transportation for school transport.
2	That the Committee notes the on-going work within the portfolio to mitigate the on-going financial pressures

## REPORT DETAILS

<b>1.00</b>	<b>INTRODUCTION</b>																																										
1.01	<p>The Integrated Transport Unit (ITU) procures and manages all of the transport requirements in the following service areas, on behalf of the Council.</p> <ul style="list-style-type: none"> <li>• School Transport</li> <li>• College Transport</li> <li>• Social Care transport</li> <li>• Public Transport</li> </ul>																																										
1.02	<p>In 2018/19, the Transportation budget was overspent by £0.850m as reported to Cabinet in July in the Revenue Budget Monitoring 2018/19 (Outturn) Report.</p> <p>The impact of the above covered two school terms in 2018/19 and have a carry forward effect for 2019/20.</p>																																										
1.03	<p>The School Transport budget for 2019/20 totals £4.734m.</p> <p>In the Interim Budget Monitoring Report, Streetscene and Transportation reported a pressure within school transport of £1.230m.</p> <p>The report detailed a number of factors which had contributed to the overspend:-</p> <ul style="list-style-type: none"> <li>- The effect of non-statutory school transport arrangements and the impact of the ongoing school transport policy anomalies;</li> <li>- An increase in demand for secondary school transport, Special Educational Needs (SEN) pupil transport (both in-County and for Out of County placements) along with increases in the number of school escorts to accompany SEN pupils and the number of single occupancy routes which are required within the individual statements of need;</li> <li>- An increase in number of school days</li> </ul>																																										
<b>2.00</b>	<b>INCREASING DEMAND</b>																																										
2.01	<p>Further details of each element is provided in the following paragraphs together with a table below summarising the additional costs for both 2018/19 and 2019/20 resulting in the overspend position:-</p> <table border="1"> <thead> <tr> <th></th> <th></th> <th><b>Actual</b></th> <th><b>Projected</b></th> </tr> <tr> <th><b>Section</b></th> <th><b>Service Element</b></th> <th><b>2018/19</b></th> <th><b>2019/20</b></th> </tr> <tr> <td></td> <td></td> <th><b>2 terms</b></th> <th><b>3 terms</b></th> </tr> <tr> <td></td> <td></td> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>2.02</td> <td>Transport Anomalies</td> <td>0.160</td> <td>0.222</td> </tr> <tr> <td>2.03</td> <td>Increased Pupil Numbers</td> <td>0.150</td> <td>0.217</td> </tr> <tr> <td>2.04</td> <td>SEN Numbers Escorted</td> <td>0.155</td> <td>0.226</td> </tr> <tr> <td>2.04</td> <td>SEN Numbers Solo</td> <td>0.215</td> <td>0.314</td> </tr> <tr> <td>2.05</td> <td>Number of School Days</td> <td>0.170</td> <td>0.251</td> </tr> <tr> <td></td> <td><b>Totals</b></td> <td><b>0.850</b></td> <td><b>1.230</b></td> </tr> </tbody> </table>					<b>Actual</b>	<b>Projected</b>	<b>Section</b>	<b>Service Element</b>	<b>2018/19</b>	<b>2019/20</b>			<b>2 terms</b>	<b>3 terms</b>			<b>£m</b>	<b>£m</b>	2.02	Transport Anomalies	0.160	0.222	2.03	Increased Pupil Numbers	0.150	0.217	2.04	SEN Numbers Escorted	0.155	0.226	2.04	SEN Numbers Solo	0.215	0.314	2.05	Number of School Days	0.170	0.251		<b>Totals</b>	<b>0.850</b>	<b>1.230</b>
		<b>Actual</b>	<b>Projected</b>																																								
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2.02	<p><b>Transport Anomalies</b></p> <p>Following the school transport route optimisation and re-procurement exercise in 2017, a number of historical non-statutory school transport arrangements were identified which are over and above the current Home to School Transport Policy.</p> <p>These arrangements provide transport for non-eligible pupils via subsidised public service buses (on which they pay a fare) or via additional free transport above the home to school transport policy e.g. transport to breakfast club.</p> <p>In July 2018 Cabinet agreed a process to stop providing these services and in November 2018 agreed the date for their withdrawal as July 2020. These non-statutory anomalies have been operational throughout 2018/19 and 2019/20 and have impacted the school transport budget.</p>
2.03	<p><b>Increased Pupil Numbers</b></p> <p>The 2018/19 financial year saw an increase of 8% in the number of secondary pupils in receipt of free transport when compared to 2017/18, which equated to an additional 208 pupils being transported to school each day.</p> <p>Of the 208, 118 pupils were eligible due to their nearest appropriate school being full. On average 29 pupils qualify under this criteria each year therefore, an additional 89 pupils are being transported due to this reason. These are pupils which may not have qualified for transport should their nearest school not have been at capacity.</p> <p>The average rate for the transportation of a secondary school pupils is £5.55 per day with 130 days transport to be provided, September 2018 to March 2019 and 195 days in 2019/20.</p>
2.04	<p><b>SEN Numbers</b></p> <p>Since September 2018, there has been an increase in the number of SEN pupils requiring free home to school transport. The number of in-County SEN pupils in receipt of transport increased by 23 pupils and the number of Out of County SEN pupils in receipt of free home to school transport increased by 18 pupils in comparison to 2017/18. This equates to a further 41 additional passengers for specialist transport for 130 days, September 2018 to March 2019 and 195 days in 2019/20.</p> <p>The current daily rates are £21.75 (in County) and £38.98 (Out of County).</p> <p>SEN pupils can require to be transported with a school escort, depending on their individual needs. The requirement for school escorts, which are also provided by the ITU team, is set by the Inclusion Team within Education. For an additional 41 pupils the average cost of a school escort is £750 per month.</p> <p>The number of stated solo pupil routes also increased from 54 in 2017/18 to 95 in 2018/19. This was an increase for 41 routes from September 2018 with an average daily cost of £75.34 per route per day.</p>

2.05	<p><b>The Number of School Days</b></p> <p>The school transport budget is set on an average of 190 school days per year. Dependent on when the school term times fall within the financial year the number of days will fluctuate. Due to the timing of the Easter holiday, the 2018/19 financial year saw an increase of five additional days on the 190 day average and an increase of 10 days on the previous financial year. There are also 195 school days in 2019/20.</p> <p>The average daily cost of home to school transport is £34,616.45, so the extra day calculation has a significant cost implication. The cost of extra school days for all service elements is reflected in the Number of School Days line in the table above.</p> <p>Improvements to the way future budget estimates are calculated based on actual school days will be incorporated into the current budget process and reflected in the Medium Term Financial Strategy.</p>
2.06	<p>In addition to the above there are a number of other factors which have increased the cost of providing the school transport service:-</p> <ul style="list-style-type: none"> <li>• Reduced number of operators in the region – reducing competition and raising costs</li> <li>• Reduced number of secondary schools which in turn increases the number of eligible pupils.</li> </ul>
2.07	<p>Since the additional costs have been identified, a number of mitigation measure and actions have been put in place to address the current position and reduce the financial impact in 2019/20 and future years. These are detailed as follows:</p> <p><u>Operational/Tendering</u></p> <ol style="list-style-type: none"> <li>1) An extensive and further optimisation/retendering exercise has commenced on a number of the higher value contracts. This is expected to achieve improved value for money on these contracts.</li> <li>2) All routes that rise 25% or more above the original contract price, through additions or variations, will be re-procured in line with current contract terms and conditions.</li> <li>3) Further optimisation and re-tender work to be undertaken on all routes to further reduce contract numbers, where possible.</li> <li>4) Utilisation of the Council’s own Minibuses on high value routes to reduce cost (incorporated with local travel arrangements).</li> <li>5) A contract will only be let on a short term basis if it is not considered value for money at the point of award. This can then be re-tendered when appropriate.</li> <li>6) Providing the Education Inclusion team with the cost of transport at the point of assessment so that this can be factored in to the decision making process.</li> </ol>

	<p><u>Statistical Monitoring</u></p> <ol style="list-style-type: none"> <li>1) Improved monthly monitoring of transport data to highlight significant changes to transport demand.</li> <li>2) Increased utilisation of the ONE system as the main data input system for reporting and analysis.</li> <li>3) Regular meetings with the Education team to highlight potential changes in demand.</li> <li>4) Education to provide bi-annual pupil number projections based on PLASC returns to aid in identifying future demand.</li> <li>5) Education to provide ITU with admissions statistics as soon as they become available.</li> </ol> <p><u>Budget Monitoring</u></p> <ol style="list-style-type: none"> <li>1) Ensure any relevant school transport budget realignment is undertaken to assist the monitoring process.</li> <li>2) Align budget monitoring through the ONE system to get live position statements to assist in calculating projected spend.</li> <li>3) Project future cost impact by using the relevant number of school days for future years.</li> <li>4) Projecting contract cost rises into future years estimates.</li> </ol>
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<b>3.00</b>	<b>RESOURCE IMPLICATIONS</b>
3.01	The budget for all transport arrangements sits within the Streetscene and Transportation portfolio.
3.02	<p>The following in year mitigations are quantified below;</p> <ul style="list-style-type: none"> <li>• All school routes have been RAG rated in relation to the potential to deliver further efficiencies; all red rated routes have already been optimised and re-tendered and amber routes are currently being reviewed. The work to further review all routes will be completed before the end of November. Expected efficiency range at Interim position £0.200m- £0.350m</li> <li>• Following the removal of school transport anomalies, Cabinet approved that concessionary seats could be provided until July 2020. The cost of concessionary seats is currently £150 per term per pupil. Expected efficiency range at Interim position (income from concessionary seats sales) £0.050m- £0.090m</li> <li>• Utilisation of other means of transport for high cost routes e.g. incorporating local community buses with school routes or through Council operated services.</li> </ul>

	<p>Expected efficiency range at Interim position £0.050m- £0.150m</p> <p>The anticipated residual pressure in 2019/20 will therefore be within a range of £0.600m - £0.800m.</p> <p>A pressure for £0.700m is currently within the MTFs for 2020/21. However, extensive work is on-going within the portfolio to review delivery options and to further integrate the school transport service with the local community bus service. It is anticipated that these further mitigation measures will assist in reducing the pressure. Work will continue to identify other options to reduce the £0.700m further.</p>
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<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Consultation with Cabinet and Overview and Scrutiny Committees regarding school anomalies and the provision of concessionary fares.

<b>5.00</b>	<b>RISK MANAGEMENT</b>
5.01	All service changes and solutions are risk assessed stage by stage.

<b>6.00</b>	<b>APPENDICES</b>
6.01	None

<b>7.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
7.01	<p><b>Contact Officers:</b> Stephen Jones</p> <p><b>Telephone:</b> 01352 704700</p> <p><b>E-mail:</b> <a href="mailto:Stephen.o.jones@flintshire.gov.uk">Stephen.o.jones@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Medium Term Financial Strategy (MTFS):</b> 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.</p> <p>Special Educational Need (<b>SEN</b>)</p> <p>Integrated Transportation Unit (<b>ITU</b>)</p>

**CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE**

<b>Date of Meeting</b>	Thursday 19 <sup>th</sup> September 2019
<b>Report Subject</b>	Budget Monitoring Report 2019/20 - Significant Variances - (Social Services and Out of County Placements)
<b>Cabinet Member</b>	Cabinet Member - Social Services
<b>Report Author</b>	Corporate Finance Manager and Chief Officer for Social Services
<b>Type of Report</b>	Operational

**EXECUTIVE SUMMARY**






The Interim Budget Monitoring Report was considered at Corporate Resources Overview & Scrutiny Committee on 11<sup>th</sup> July. The report was accepted and the Committee also resolved that at the next meeting it would like to concentrate on the projected overspends within Social Care, Out of County Placements and Streetscene.

The following report provides further background on these service pressures within Children's Social Services and Out of County Placements.

**RECOMMENDATIONS**

1	That the Committee reviews and comments on the portfolio financial pressures within Children's Social Care and Out of County Placements
2	That Committee consider, and support, a case being made to Welsh Government for assistance in meeting the high costs of residential care for children with complex needs. This support is needed whilst we develop more cost effective, local placement options to respond to growing demand.

## REPORT DETAILS

1.00	<b>INTRODUCTION</b>				
1.01	Over the past years demand for children's social care services has risen dramatically. Increased demand is creating significant cost pressures for local authorities across the UK. The unsustainable nature of funding for children's social care is a national issue with press coverage reflecting the challenge faced:				
1.02	BBC Wales: " <b>Children's social services in Wales 'near crisis'</b> " <sup>i</sup>				
1.03	Local Government Association:  <b>"Children's care crisis: councils forced to overspend almost £800m on children's social care"</b> <sup>ii</sup>				
1.04	This report provides a high level summary of: <ul style="list-style-type: none"> <li>• the challenges facing Children's Social Care nationally and locally</li> <li>• the associated financial pressures</li> <li>• current and planned work to manage expenditure</li> <li>• the need for additional financial investment from Welsh Government</li> </ul>				
1.05	The report explores 5 central themes:				
					
<b>Increasing Demand</b>	<b>Insufficient Placements</b>	<b>Workforce Pressures</b>	<b>Finances</b>	<b>Solutions</b>	
<ul style="list-style-type: none"> <li>• Societal issues</li> <li>• Crime &amp; exploitation</li> <li>• Poverty</li> <li>• Legal changes</li> <li>• Complexity of need</li> </ul>	<ul style="list-style-type: none"> <li>• Foster care</li> <li>• Residential Care</li> <li>• High cost placements</li> </ul>	<ul style="list-style-type: none"> <li>• Experience</li> <li>• Stability</li> <li>• Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Growing costs</li> <li>• Placements</li> <li>• Legal costs</li> </ul>	<ul style="list-style-type: none"> <li>• Early &amp; targeted support</li> <li>• Investing in foster care</li> <li>• Commissioning</li> <li>• Resilience</li> <li>• National ask</li> </ul>	
2.00	<b>Increasing Demand</b>				
2.01	Demand for children's social care has grown significantly. Over the last 2 years referrals have increased by 30%. We are seeing an increase in complexity; whereas in 2016/17 37% of referrals went on to have 'care and support' or 'child protection' services, this has risen to 43%. We also know that the data for children receiving care and support from social services				



	indicates that children in Flintshire in 2018 had a higher percentage of mental health problems (21%) compared to the Welsh average (14%) for children aged 10 or over.
<b>2.02</b>	Notably this demand is reflected in our looked after children population which has grown significantly. The last 8 years have seen a 57% increase in the number of looked after children rising from 160 children in 2011 to our current level of 251 looked after children (a net gain of 91 children). The last 18 months have seen a particular pressure point with an additional 32 children entering the formal care system (rising from 219 children in 2018 to a total of 251 children). It is of note that even with this large increase Flintshire's rate of looked after children is below the Welsh average.
<b>2.03</b>	The National Audit Office confirm that "quantifying demand for children's social care is complex. There is no single objective measure of the volume of children who need or who might benefit from support or intervention." <sup>iii</sup> Locally we know that there are reoccurring themes/pressures that impact on the demand for our services, and children becoming looked after. There are 3 significant influences:
<b>2.04</b>	<p><b>Societal Issues / Parental Capacity</b></p> <p>Children are more likely to be looked after where there is a presence of domestic abuse, parental substance misuse and/or mental health (known as the 'trigger trio'). Recent research has identified that these factors within a local authority population can account for a variance of 24% in the looked after population<sup>iv</sup>. The 'trigger trio' are the most prominent feature of referrals to Children's services in Flintshire. Data from Public Health Wales confirms that the cohort of children receiving care and support from social services in Flintshire have high percentages of exposure to:</p> <ul style="list-style-type: none"> <li>• parental substance or alcohol misuse: Flintshire 37%/ Wales 28%</li> <li>• parental mental ill health: Flintshire 45%/ Wales 32%</li> <li>• domestic abuse: Flintshire 39%/ Wales 26%</li> </ul> <p>Diminished parental capacity to appropriately support their child's development, and keep them from harm, is creating significant demand on early help services as well as necessitating proceedings to bring children into the care system.</p>
<b>2.05</b>	<p><b>Crime &amp; Exploitation</b></p> <p>The exploitation of young people is a significant, growing and ever changing landscape. Flintshire's geographic location makes it susceptible to both organised crime originating from cities in North West England as well as local criminal activity. Organised crime takes the form of child criminal exploitation (County Lines), knife crime, child sexual exploitation (CSE), as well the adverse impact of drug and gang related crime. Recent press coverage identifies the push from drug gangs to find new markets within easy commuting distance of their home cities. Locally, young people are often coerced, groomed and threatened with violence to take part in Class A drug dealing.</p>
<b>2.06</b>	<p><b>Poverty/ Deprivation</b></p> <p>There are strong (but not necessarily causal) relationships between deprivation and the local rates of children looked after. The most deprived</p>

	<p>areas typically having higher rates of children looked after.<sup>v</sup> The Welsh Index of Multiple Deprivation Map shows that there are some key areas of Flintshire that are indicated as ‘most’ deprived and ‘next most’ deprived; these mostly appear along the coastline and into areas of Connah’s Quay and Queensferry. This includes specific areas such as Talacre, Mostyn, Holywell, Greenfield, Bagillt, Flint, Connah’s Quay and Shotton. The prevailing professional opinion is that impact of austerity, poverty, deprivation and welfare reform are contributing to the demand for social care support from some of society’s most vulnerable families.</p>
<b>2.07</b>	<p>Another relevant factor is the clear expectations and parameters set by the Judiciary for local authorities in relation timelines and interfaces with the family court. Within this framework applications for care orders are occurring at a higher rate in Wales, than England, and the conversion rate into resulting care orders is also higher. Once looked after we are seeing growing levels of court directed arrangements for us to facilitate contact between looked after children and their parents, with a resultant financial pressure.</p>
<b>2.08</b>	<p><b>Insufficient Placements</b></p> <p>There is a need to make sure that children are living in the right setting, with the right support, so that they are able to stay there and feel happy. The ‘Keeping Safe: An analysis of the outcomes of work with sexually exploited young people in Wales” report published in 2019 identifies that “Residential care and foster care can be equally positive. The best home-from-home depends on the young person, their wishes, their support needs, and the reasons behind the need to take a child or young person into local authority care.”<sup>vi</sup> Ensuring a sufficient supply of placements options is integral to meeting the needs of children. However, the pace in the growth of looked after children has directly impacted on placement availability and choice locally, regionally and nationally.</p>
<b>2.09</b>	<p>Across North Wales in house foster placements are at capacity. Initiatives to recruit more foster carers have struggled to keep pace with demand and to attract foster carers in the areas where is greatest demand i.e. for older children, sibling groups and children with complex needs. The increasing looked after population has meant that there is very limited independent fostering agency capacity meaning that there is an increased reliance on residential provision. Commissioning options are therefore limited and we are working an on authority, regional and all Wales footprint to secure medium term market realignment. Flintshire has played an integral role in developing a North Wales regional market position statement and have signed up to the national Children’s Commissioning Consortia Cymru to help reshape and strength commissioning. However, this is within the context of ‘under supply’ and high demand for placements making this a market led provision, including price setting.</p>
<b>2.10</b>	<p><b>Workforce Pressures</b></p> <p>Working in Children’s services is a rewarding, challenging, ever-changing and constant affirming role. However, attracting and retaining children’s social workers is a challenge. The average social work career lasts less than eight years, compared with 16 for nurses and 25 for doctors<sup>vii</sup>. In Flintshire we are fortunate to have solid retention rates, but staff report on the challenge of the pace and complexity of work. We do have challenges</p>

	in attracting staff who meet our thresholds for capability and competency. This is a national issue. Nationally, there has been a 61% increase in vacancies for children's social workers and a 64% increase in the number of agency children's social care workers <sup>viii</sup> . However, agency staff haven't been able to plug the gaps. Excluding positions covered by agency social workers, full-time equivalent vacancies have increased by 12%.
<b>2.11</b>	To enable us to respond to child protection referrals and to meet statutory requirements we do employ agency staff, keeping numbers and length a contract as low as possible. The costs associated with agency staff results in a cost pressure.
<b>2.12</b>	<b>Finance</b> -It is not surprising that the service demands and pressures are leading to direct financial overspends. Children's Services is projected to be £0.963m overspent:
<b>2.13</b>	<b>Family Placement</b> is projected to be £0.309m overspent. There is a direct correlation between our increasing looked after population and the cost of additional fostering placements. The main pressure areas are payments for foster care and agencies and special guardianship payments.
<b>2.14</b>	<b>Professional Support</b> is projected to be £0.227m overspent. To support adequate levels of child protection the established staffing structure needs to be maintained at the required level as much as is possible. Vacancies therefore need to be minimised and challenges to recruitment leads to the usage of agency staff, this leads to an increase in costs as agency rates are higher than non-agency staff. The use of agency staff is kept to a minimum as much as possible but it is not possible to avoid altogether.
<b>2.15</b>	<b>Family Support</b> is projected to be £0.113m overspent due to the number of court directed contact sessions, which require attendance by support workers. Historically sessional workers were used to attend contact sessions when the need arose, however the need to call upon sessional workers has increased to a point whereby under employment regulations the sessional workers are required to be issued fixed term contracts. Work is ongoing to review the hours of the fixed term contracts and to reduce these where possible.
<b>2.16</b>	<b>Legal and Third Party</b> is projected to be £0.307m overspent due to legal costs and direct payments. Legal costs are £0.180m overspent due to the number of cases going through the courts (and the associated court fees) and the need to commission external legal representation at court.
<b>2.17</b>	<b>Commissioning arrangements</b> are informed by the complexity of the case/issues and capacity within our own Legal Services. Capacity is challenged within the context of increasing numbers of looked after children, an increase in the number of proceedings (some of which are driven by the judiciary expectation of when we issue cases), the complexity of cases and a high percentage of cases that have been listed as urgent applications (although high our data is in line with the rest of Wales).
<b>2.18</b>	<b>Direct payments</b> are projected to be £0.140m overspent. The Council are legally obliged to offer direct payments and this service has recently seen an increase in demand aligned to the volume of families needing support to

	help prevent their problems from escalating and to develop their resilience and capacity to appropriately support their children, these families are often described as being on the 'edge of care'.								
<b>2.19</b>	<b>Out of County Budget:</b> The most significant financial pressures are within the Out of County budget. Placements allocated to the Out of County budget are all those commissioned by the local authority through a registered Social Care/Education provider. This includes independent fostering and residential care located within Flintshire and outside of the local authority boundary. It is of note that 84% of looked after children are placed in Flintshire or in a neighbouring authority.								
<b>2.20</b>	The cost of external provision significantly outweighs the cost of in house foster care: <table border="1" data-bbox="304 667 1332 891"> <thead> <tr> <th>Placement Type</th> <th>Cost banding per week</th> </tr> </thead> <tbody> <tr> <td>In House fostering</td> <td>£461 (£24k per year)</td> </tr> <tr> <td>Independent Fostering Agency (IFA)</td> <td>£846 (£44k per year)</td> </tr> <tr> <td>Residential Care</td> <td>£3,500 - £10,000 (£182k - £520k per year)</td> </tr> </tbody> </table>	Placement Type	Cost banding per week	In House fostering	£461 (£24k per year)	Independent Fostering Agency (IFA)	£846 (£44k per year)	Residential Care	£3,500 - £10,000 (£182k - £520k per year)
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<b>2.21</b>	The Out of County and Social Services budgets are influenced by: <ul style="list-style-type: none"> <li>• the numbers of children becoming looked after</li> <li>• the type of placement available to support the needs of looked after children including the availability of appropriate family members to care for them</li> <li>• the respite needs of parents of disabled children</li> <li>• the education needs of children who require day placements</li> <li>• the education needs of children who requires teaching assistant support</li> </ul>								
<b>2.23</b>	There are 181 children currently supported through the Out of County budget. There are 104 children whose needs are wholly Education related, 42 which are wholly Social Services and 35 which are partly Social Services and partly Education.								
<b>2.24</b>	The following table provides an overview of costs and numbers aligned to the Out of County budget at month 4:								

2.25

**Out of County Placements 2019/20 Month 4 position - analysis of costs and numbers**

	Children's Services		Education		Total :	
	£(m)	no.	£(m)	no.	£(m)	no.
<b>Residential Placements</b>						
* within Flintshire	2.522	16	0.458	12	2.980	16
* Out of County	2.935	22	0.837	18	3.772	22
<b>Independent Fostering Agencies</b>	1.319	34	0.030	2	1.349	34
<b>Respite Placements</b>	0.079	5	0.088	3	0.167	5
<b>Education day placements and Teaching Assistant support</b>						
* within Flintshire	0	0	0.496	13	0.496	13
* Out of County	0	0	2.465	91	2.465	91
Other cost influences	0.004		-0.206		-0.202	
Total for "Out of County" service	6.859	77	4.168	139	11.027	181
Current budget allocation :	5.288		3.745		9.033	
Projected Overspend :	1.571		0.423		1.994	

**Notes:**

The total numbers of placements don't add across due to some placements being costed partly to Social Services and partly to Education.  
 'Other cost influences' predominantly relate to recoupment income from other LA's out of county placements at FCC schools

2.26

The costs aligned to the Out of County budget have grown significantly in 2019/20. This is within the context of an overall reduction in the number of children supported in residential care. Key influences/issues:

- residential placements have reduced but Provider costs increased
- Provider costs are aligned to increases in the cost of care provision, an increase in the complexity and support needs of children and young people and reflect placement demand/market conditions
- 2 residential placements in 2018/19 were short term with new placements in 2019/20 being full year
- a rebalance from residential care to independent fostering agencies

Placement Type	Number 18/19	Number 19/20
Residential Placements		
* within Flintshire	14	14
* Out of County	23	20
Independent Fostering Agencies	28	32

Residential – Within Flintshire:

- Comparable numbers but significantly higher costs in 2019/20 with an increase of +£0.341m for Children's Services
- The group includes 12 children who feature in both years with actual costs of £1.683m in 2018/19 and projected costs of £1.802m in 2019/20 (an increase of £0.119m)
- There were 2 placements in 2018/19 costing a total of £0.121m who don't feature in 2019/20
- There are 2 new placements in 2019/20 with projected costs of £0.343m therefore an increase of £0.222m

	<ul style="list-style-type: none"> <li>Placement length is obviously a significant variable. The 2 new placements in 2019/20 are projected for 51 and 52 weeks each, whereas the 2 which ended in 2018/19 were both for 21 weeks only</li> </ul> <p><b>Residential – Out of County</b></p> <ul style="list-style-type: none"> <li>Decrease of 3 placements but increase in costs of £0.685m</li> </ul> <p><b>Independent Fostering Agencies</b></p> <ul style="list-style-type: none"> <li>An increase of 4 placements and costs up by £0.533m</li> <li>The increase of 4 is within the context of a reduction in residential placements and an additional 10 children becoming looked after in 19/20.</li> </ul> <p>The analysis highlights the growing cost of placements and the associated impact on budget which is outweighing measures which seek to manage demand and reduce reliance on out of county residential provision.</p>
<b>2.27</b>	Placement and support decisions are made through an Out of County Panel comprising of senior staff from Social Services, Education and Health. Given the complex needs of some of the young people supported some cases are also joint funded by Health. A recent internal audit of the Panel arrangements concluded that processes and associated governance controls were robust.
<b>3.00</b>	<b>Solutions</b>
<b>3.01</b>	There is no single strategy to manage the financial pressures facing children’s social care. Many of the influences are outside the control of the local authority. However, there are clear measures that can assist and to this end we have developed approaches to:
<b>3.02</b>	<u>Support resilient families:</u> through the establishment of a multiagency Early Help Hub to target early support to families with greater levels of need and the work of a statutory Targeted Support Team to support families on the edge of care.
<b>3.03</b>	<u>Combat exploitation:</u> through the establishment of a strategic and operational MET group. MET is Missing, Exploitation and Trafficking forums where agencies share appropriate intelligence, agree risk management and action to prevent exploitation and protect vulnerable children and young people. We have also developed a Missing Co-ordinator role. This person meets young people to understand why they went missing, where they have been going and who with.
<b>3.04</b>	<u>Attract Foster Carers:</u> through the implementation of new policies (Foster Friendly Council, Council Tax discount scheme) and developing new models of foster care (Mockingbird) to expand the cohort of foster carers and the type of placements they offer.

3.05	<u>Reshape the Residential Market</u> ; through close working with local Providers with a view securing local placements for the local population. We have developed positive relationships with the market which is positively enabling us to have a greater opportunity to make local placements where they are needed.
3.06	<u>Maximising local housing options</u> : working closely with Housing we are exploring options for meeting the needs of specific cohorts of young people through local support and accommodation provision.
3.07	<p>We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on 3 core work streams:</p> <ul style="list-style-type: none"> <li>• To safely reduce the number of children who need to be looked after</li> <li>• To support looked after children in local high quality placements</li> <li>• To improve outcomes for looked after children</li> </ul> <p>This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.</p>
3.08	The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.

<b>4.00</b>	<b>RESOURCE IMPLICATIONS</b>
4.01	The Service is responding to, and managing significant pressures that are testing resilience with a shortfall in national funding. Pressures include a growing volume and complexity of demand, with increasing numbers of older children entering the care system, often requiring high cost residential care placements that are in short supply. A Care Crisis Review <sup>ix</sup> across England and Wales reported in 2018. The Review was commissioned in response to the growing number of children entering the care system. The review supported a call for central Government to make up an identified £2 billion shortfall in children’s social care.
4.02	It is suggested that specific support is needed from Welsh Government to help alleviate significant financial pressures associated with the cost of residential care for children with complex needs, whilst we implement our approaches to reducing our looked after population and secure most cost effective, local placement options.
4.03	The Children’s Services variances totalling £0.963m need to be considered across the wider financial position for Social Services for any potential budget virement opportunities, prior to being considered as additional pressures in the MTFS for 2020/21.

4.04	<p>There are no practical mitigations for addressing this within the service through direct action by way of commissioning practice which is already achieving the optimum position in terms of costs within a market where the providers have supply and demand conditions very much in their favour. There is also no scope for mitigation within the same service area or portfolio.</p> <p>The anticipated final pressure in 2019/20 is currently expected to be £1.994m as per the Month 4 budget monitoring forecast although the service is very much exposed to volatility arising from the wide range of demand influences.</p> <p>A pressure of £1.156m is currently within the MTFS forecast for 2020/21, therefore there is a shortfall of £0.838m based on the current Month 4 projected overspend.</p>
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<b>5.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
5.01	None

<b>6.00</b>	<b>RISK MANAGEMENT</b>
6.01	All budget pressures and solutions are risk assessed stage by stage. The increasing cost of residential care for a relatively small cohort of young people is having a disproportionate impact on service budgets and risks the opportunity to invest in more preventative services.

<b>7.00</b>	<b>APPENDICES</b>
7.01	None.

<b>8.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
8.01	<p>i <a href="https://www.bbc.co.uk/news/uk-wales-43951732">https://www.bbc.co.uk/news/uk-wales-43951732</a></p> <p>ii <a href="https://www.local.gov.uk/about/news/childrens-care-crisis-councils-forced-overspend-almost-ps800m-childrens-social-care">https://www.local.gov.uk/about/news/childrens-care-crisis-councils-forced-overspend-almost-ps800m-childrens-social-care</a></p> <p>iii <a href="https://www.nao.org.uk/report/pressures-on-childrens-social-care">https://www.nao.org.uk/report/pressures-on-childrens-social-care</a></p> <p>iv, v Analysis of the Factors Contributing to the High Rates of Care in Wales, Wales Centre for Public Policy: <a href="https://www.wcpp.org.uk/wp-content/uploads/2019/05/190715-Analysis-of-Factors-Contributing-to-High-Rates-of-Care-REVISED.pdf">https://www.wcpp.org.uk/wp-content/uploads/2019/05/190715-Analysis-of-Factors-Contributing-to-High-Rates-of-Care-REVISED.pdf</a></p> <p>vi <a href="https://www.cardiff.ac.uk/research/explore/find-a-project/view/1513282-keeping-safe">https://www.cardiff.ac.uk/research/explore/find-a-project/view/1513282-keeping-safe</a></p> <p>vii <a href="https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts">https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts</a></p> <p>viii <a href="https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts">https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts</a></p> <p>ix <a href="https://www.frg.org.uk/images/Care_Crisis/CCR-FINAL.pdf">https://www.frg.org.uk/images/Care_Crisis/CCR-FINAL.pdf</a></p> <p><b>Contact Officers:</b> Craig Macleod Gary Ferguson  <b>Telephone:</b> 01352 701313 01352 702271</p>



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<b>9.00</b>	<b>GLOSSARY OF TERMS</b>
<b>9.01</b>	<p><b>Looked After Child</b></p> <p>Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.</p>
<b>9.02</b>	<p><b>Special Guardianship</b></p> <p>A Special Guardianship Order (often known as an SGO) is a legal order where the court appoints a carer – usually a relative – as the 'Special Guardian' of a child until they turn 18. The Special Guardian will have parental responsibility for the child. The intention is that the special guardian will have clear responsibility for all the day to day decisions about caring for the child or young person and their upbringing. Unlike adoption, the order retains the basic legal link with the parents. They remain legally the child's parents, though their ability to exercise their parental responsibility is limited. Local authorities must have services to support Special Guardians in their area. Financial support from the local authority is in the form of a means-tested Special Guardianship Allowance</p>
<b>9.03</b>	<p><b>Contact</b></p> <p>Arrangements approved by the court for looked after children to have contact with key people involved in their lives e.g. family, friends to enable a continued relationship to exist between them.</p>
<b>9.04</b>	<p><b>Direct Payment</b></p> <p>People who are assessed as needing support have a right to ask for a direct payment instead of having the support arranged by the local authority. Direct payments can give families greater choice and control over the support they receive and how it's provided, within a framework that is agreed by the local authority.</p>
<b>9.05</b>	<p><b>Independent Fostering Agency (IFA)</b></p> <p>The main functions of an independent fostering agency are to recruit, assess, approve, train, support, supervise and review foster carers who will then be put forward to look after children local authorities are responsible for. IFA's charge local authorities a weekly fee for placements made under these arrangements.</p>

