

# Pecyn Dogfen Gyhoeddus



Swyddog Cyswllt:  
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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, Andy Williams ac Arnold Woolley

7 Chwefror 2020

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, 13eg Chwefror, 2020 yn Ystafell Bwyllgor Delyn, Neuadd y Sir, Yr Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

## 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 3 - 8)

**Pwrpas:** I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 16 Ionawr 2020.

### 4 OLRHAIN GWEITHRED (Tudalennau 9 - 12)

Adroddiad Rheolwr Gwasanaethau Democraidaidd -

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

### 5 RHAGLEN GWAITH I'R DYFODOL (Tudalennau 13 - 18)

Adroddiad Rheolwr Gwasanaethau Democraidaidd -

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

**6** **PENSIYNAU – PERTHYNAS ARIANNOL CYNGOR SIR Y FFLINT FEL CYFLOGWR A CHRONFA BENSIYNAU CLWYD** (Tudalennau 19 - 72)

Adroddiad Prif Weithredwr, Rheolwr Cyllid Corfforaethol - Aelod Cabinet dros Gyllid

**Pwrpas:** I egluro 1) y berthynas, 2) mathau o gyfraniadau a 3) canlyniad y prisiad actiwaraid tair blynedd.

**7** **ADRODDIAD MONITRO CHWARTER 3 CYNLLUN Y CYNGOR AR GYFER 2019/20** (Tudalennau 73 - 222)

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 2019/20.

**8** **DIWEDDARIAD CHWARTEROL CYFLOGAETH A'R GWEITHLU** (Tudalennau 223 - 246)

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.

**9** **ADRODDIAD MONITRO CYLLIDEB REFENIW 2019/20 (MIS 9) A RHAGLEN GYFALAF (MIS 9)** (Tudalennau 247 - 306)

Adroddiad Rheolwr Cyllid Corfforaethol - Aelod Cabinet dros Gyllid

**Pwrpas:** Mae'r adroddiad misol rheolaidd hwn yn darparu'r wybodaeth ddiweddaraf am fonitro cyllideb refeniw 2019/20 Cronfa'r Cyngor a'r Cyfrif Refeniw Tai. Mae'r sefyllfa yn seiliedig ar incwm a gwariant gwirioneddol fel yr oedd hyd at Fis 9 a rhagamcan ymlaen i ddiwedd y flwyddyn. Darparu gwybodaeth ar Fis 9 y Rhaglen Gyfalaf.

Yn gywir



Robert Robins  
Rheolwr Gwasanaethau Democraidd

# Eitem ar gyfer y Rhaglen 3

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **16 JANUARY 2020**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Thursday, 16 January 2020

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

Councillors: Haydn Bateman, Geoff Collett, Bob Connah, Paul Cunningham, Mared Eastwood, Patrick Heesom, Paul Johnson, Michelle Perfect, Vicky Perfect, Aaron Shotton and Arnold Woolley

**SUBSTITUTE:** Councillor: Veronica Gay (for Richard Jones)

**APOLOGIES:** Councillors: Bernie Attridge and Andy Williams

**ALSO PRESENT:** Councillor Carolyn Thomas and the Chief Officer (Governance) attended as observers

**CONTRIBUTORS:** Councillor Ian Roberts, Leader and Cabinet Member for Education; Councillor Billy Mullin, Cabinet Member for Corporate Management & Assets; Councillor Glyn Banks, Cabinet Member for Finance; Chief Executive; and Corporate Finance Manager

Minute number 71 - Representatives from North Wales Fire and Rescue Service  
Shân Morris and Helen MacArthur (Assistant Chief Officers) and Stuart Millington (Senior Training and Development Manager)

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

### **68. TRIBUTE TO THE LATE PETER EVANS**

As requested by the Chairman, Members of the Committee and officers stood in a silent tribute to Peter Evans, the former Democracy & Governance Manager, who had sadly passed away.

### **69. DECLARATIONS OF INTEREST**

Councillor Gay declared a personal interest on agenda item 4 (minute number 71) as a board member of the North Wales Fire & Rescue Authority.

### **70. MINUTES**

The minutes of the meeting held on 14 November 2019 were submitted. Councillor Heesom proposed a slight change to wording on minute number 58 and was seconded by Councillor Cunningham.

## **RESOLVED:**

That subject to the amendment, the minutes be approved as a correct record and signed by the Chairman.

### **71. NORTH WALES FIRE & RESCUE SERVICE ENVIRONMENT STRATEGY CONSULTATION**

Representatives Shân Morris and Helen MacArthur (Assistant Chief Officers) and Stuart Millington (Senior Training and Development Manager) were welcomed to the meeting to give a verbal presentation on the North Wales Fire and Rescue Authority (NWFRA) developing a long-term Environment and Sustainability Strategy for 2020 onwards.

Whilst the significant financial challenges were highlighted in the previous year, the focus of this year's consultation was to develop an overarching strategy setting out objectives on climate change, environmental and social responsibilities to help inform future planning. The aim would be to adopt a different approach to working with partners and to minimise the impact on the budget of which 75% was apportioned to employee costs. Members were advised that the responsive and preventative services equated to a cost of £50 per head of population across North Wales. An overview was given of the preventative role which included activities to help keep people safe and identify social problems. Amongst future challenges were the continuation of retained firefighting services and working with partner organisations to reduce the risk of flooding.

As a former member of the Fire Service, Councillor Cunningham recognised the value of retained firefighters and the impact of fire prevention activities. On the consultation, he suggested the sharing of transport arrangements to board meetings.

Councillor Heesom highlighted flood risk and climate change as major issues, and said that the NWFRA should be consulted on planning applications, similar to Natural Resources Wales as the statutory consultee on flood risk. It was explained that under current legislation, the service was consulted on two specific areas only - access for fire appliances and water supplies. Councillor Heesom also asked about engagement with young people and was advised of the range of fire prevention and education activities undertaken with schools.

In response to a question from the Chairman, the representatives spoke about environmental responsibilities shared by all public bodies such as increased use of video conference meetings and energy efficient measures in buildings. It was hoped that a switch from diesel fire appliance vehicles could be a future positive change, but this depended on manufacturers developing a suitable alternative. The effective approach taken by the NWFRA to assess before responding, thereby reducing the number of false alarms attended, was viewed as good practice.

Following comments by Councillor Johnson on the potential for more fire prevention measures in rural areas, it was noted that the NWFRA worked with

Natural Resources Wales to prioritise areas of risk and engage with landowners to improve land management, and that the introduction of wildfire teams during 2020 would also benefit.

Councillor Bateman commented on the impact of excessive on-street parking in some areas which could restrict access to fire appliance vehicles. Whilst the NWFRA did not have any specific powers to resolve this, advice and support was available to make any necessary changes.

Councillor Woolley asked about future risks and what could be done to help. Whilst the demography of North Wales and recruitment of retained firefighters in specific areas presented some challenges, councils across the region could help ensure the availability of retained firefighters by encouraging more businesses to release their employees from their workplace to undertake this role.

The Chief Executive commented on Flintshire's stance as a responsible employer in supporting retained firefighters. On the environment strategy, all public services had commitments and the achievement of carbon neutral targets was a significant national challenge which was being prioritised in regional discussions. Work was underway on the Council's response to climate change - discussed at the Environment Overview & Scrutiny Committee earlier in the week - and identified that changes in procurement practices could make a positive impact on the carbon footprint.

In thanking the representatives for their attendance and presentation, Councillor Roberts paid tribute to the Fire and Rescue Service for conducting regular safety checks at the high-rise flats in Flint, which provided assurance for residents.

**RESOLVED:**

That the North Wales Fire and Rescue Service representatives be thanked for their attendance.

**72. ACTION TRACKING**

The Democratic Services Manager presented a report on progress with actions arising from previous meetings. Since publication of the report, actions had been completed on the Flintshire Bridge report, Community Safety Annual Report and Citrix licensing costs.

The recommendation was moved by Councillor Cunningham and seconded by Councillor Johnson.

**RESOLVED:**

That the Committee notes the progress which has been made.

### **73. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration.

The recommendations were moved by Councillor Bateman and seconded by Councillor Johnson.

#### **RESOLVED:**

- (a) That the Forward Work Programme be noted; and
- (b) That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

### **74. REVENUE BUDGET MONITORING 2019/20 (MONTH 8)**

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) as at Month 8 prior to consideration by Cabinet. This reflected the budget position at the close of the financial year if all things remained unchanged.

The operating deficit of £1.892m was a positive movement of £0.301m compared with the previous month. The major variances were the £2.080m overspend on Out of County Placements and the ongoing review on single person Council Tax discount entitlement which had so far generated £0.227m. The most significant overspends were for Out of County Placements and Streetscene & Transportation, as previously reported to the Committee, and any recurring impacts had been built into the 2020/21 budget. Having reviewed the position, the Chief Officer team had set a target to reduce the overspend position to £1.500m-1.750m by the end of the financial year.

On the tracking of planned in-year efficiencies, 91% had been achieved and this was expected to remain unchanged at year end.

On the Medium Term Financial Strategy, the implications of the Provisional Settlement received in December were currently being analysed and the findings would be reported to Council later in the month.

On Reserves and Balances, the projected year-end balance on Contingency Reserves was £2.977m.

On the HRA, a projected overspend of £0.131m would leave a closing un-earmarked balance of £1.192m, which was above the recommended guidelines on spend.

The Chief Executive said that whilst progress had been made on the overspend position, this remained a concern due to changes in demand for Out of County Placements. Whilst significant work had been undertaken to reduce non-

essential spend across portfolios, good progress was also being made on reducing school transport costs and the review of single person Council Tax discount. Opportunities on specific grants continued to be explored and the impact of weather conditions on the winter maintenance budget was noted. Whilst pressures had been factored into the 2020/21 budget, Out of County Placements continued to be the most significant issue, despite the positive impact of local creative solutions.

In response to Councillor Heesom's question on school balances, the Corporate Finance Manager said that the projection was based on the expectation for late notification of specific grants towards the end of the financial year. On another question, the Chief Executive provided information on the level of resources in the Internal Audit team.

Councillor Woolley raised his concerns at an inaccurate date quoted in the covering report and various discrepancies in figures. He also questioned which items of non-essential spend had been deferred so that the impact of those decisions could be considered. On the latter point, the Chief Executive said that suppression of such spend was an expectation and had been summarised in reports. The Corporate Finance Manager said that the discrepancies in the report were due to the necessary rounding of quoted figures and he would check on this for the next monthly report.

Councillor Roberts asked that issues identified in reports be raised with officers in advance. He said that the UK Government bringing an end to austerity, together with Welsh Government decisions, had resulted in a positive position for the Council to move forward into 2020/21. In thanking Members, officers and all those involved, he paid particular tribute to the Pensions team for the positive outcomes contributing to the budget position.

The Chief Executive said that work would continue to reduce the overspend and that creative sub-regional solutions on major factors such as Out of County Placements required investment. On this, he commended the Senior Manager (Children & Workforce) for his involvement.

Officers provided clarification to Councillor Bateman on car parking income where estimates had been revised for the 2020/21 budget. The Corporate Finance Manager agreed to provide a separate response on the reasons for the movement in insurance excess costs under Management and Support Services.

The recommendations were moved by Councillor Bateman and seconded by Councillor Johnson.

**RESOLVED:**

That having considered the Revenue Budget Monitoring 2019/20 (Month 8) report, the Committee confirms that there are no specific matters which it wishes to have reported to the Cabinet.

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

There were no members of the public or press in attendance.

(The meeting started at 10am and ended at 11.20am)

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**Chairman**

# Eitem ar gyfer y Rhaglen 4



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 February 2020
<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 February 2020 CRO&SC

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Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
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.	Robert Robins	Added to FWP CRO&SC Members to be invited to the C&E O&SC meeting when it receives a Growth deal update.	In due course.
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	In due course
14.11.19	8. Capital Programme 2020/21 – 2022/23	6. That a seminar on capital financing be organised for the early part of 2020	Neal Cockerton/ Robert Robins	Suitable 'slot' being sought.	Following completion of budget process.
20.01.20	11. RBM report 2019/20 (M8)	Details of the £153K additional expenditure anticipated in respect of insurance excess costs to be sought and circulated.	Gary Ferguson/ Robert Robins	Details to be circulated	Before February meeting.

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 5



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 February, 2020
<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><li>6. Is the issue of public or Member concern?</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>

7.00	<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 12th March 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20 (Month10)	Monitoring	Dave Ledsham
Thursday 9th April 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20 (Month11)	Monitoring	Dave Ledsham
Wednesday, 6th May 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
Thursday 11th June 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Year-end Council Plan Monitoring Report 2019/20	Monitoring	Robert Robins
Thursday 9th July 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2019/20(Outturn) and Capital Programme Monitoring 2019/20 (Outturn)	Monitoring	Dave Ledsham
	Interim Council Fund Revenue Budget Monitoring 2020/21	Monitoring	Dave Ledsham

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

	Employment & Workforce Year End Report	Monitoring	Andrew Adams
September 2020	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2020/21 (Month 4)	Monitoring	Dave Ledsham
October 2020	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2020/21 (Month 5)	Monitoring	Dave Ledsham
November 2020	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2020/21 (Month 6)	Monitoring	Dave Ledsham

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Items currently unallocated

Theatr Clwyd (deferred from October 2019 agenda)  
County Hall Campus (deferred from October 2019 agenda)

# Eitem ar gyfer y Rhaglen 6



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 13 <sup>th</sup> February 2020
<b>Report Subject</b>	Pensions - The relationship between the County Council as an employer and the Clwyd Pension Fund
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Chief Executive and Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of the report is to provide an explanation of the relationship between the Clwyd Pension Fund and Flintshire County Council as an employer within the Fund, the types of financial contributions we make as an employer, and the outcomes of the triennial actuarial valuation of the Fund and the impacts on the Council.

### RECOMMENDATIONS

1	Members are asked only to note the report.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE RELATIONSHIP OF THE COUNCIL AND CLWYD PENSION FUND</b>
1.01	Flintshire County Council is the Administering Authority responsible for maintaining and managing the Clwyd Pension Fund on behalf of its stakeholders - the scheme members and employers participating in the Fund. These responsibilities are primarily set out in Local Government Pension Scheme (LGPS) Regulations.
1.02	Flexibility is provided for each Administering Authority to determine their own governance arrangements. However the LGPS Regulations require each Administering Authority to prepare, publish and maintain a governance policy.
1.03	<p>The Council recognises the significance of its role as Administering Authority to the Clwyd Pension Fund on behalf of its stakeholders which include:</p> <ul style="list-style-type: none"><li>▪ around 46,900 current and former members of the Fund, and their dependants</li><li>▪ around 47 employers within the Flintshire, Denbighshire and Wrexham Council areas</li><li>▪ the local taxpayers within those areas.</li></ul>
1.04	In May 2014, the Fund's governance arrangements were reviewed and the Council established a formal Pension Fund Committee, supported by a Pensions Advisory Panel. The Corporate Finance Manager is the Section 151 Officer and has a statutory responsibility for the proper financial affairs of Flintshire County Council which include Clwyd Pension Fund matters. In addition, the Council has delegated specific responsibilities to the Chief Executive.
1.05	The Pension Fund Committee's principal aim is to carry out the functions of Flintshire County Council as the Scheme Manager and Administering Authority for the Clwyd Pension Fund in accordance with LGPS legislation.
1.06	<p><b>Actuarial Valuation Process</b></p> <p>Pension Funds are required to be subjected to a triennial ( three year) actuarial valuation which determines the funding level of the fund and sets the boundaries within which contributions of employing bodies in the Fund are to be paid over the coming three years.</p>
1.07	The LGPS Regulations provide the statutory framework under which the Administering Authority is required to prepare and publish a Funding Strategy Statement (FSS) alongside each actuarial valuation. The Fund Actuary must have regard to the FSS as part of the actuarial valuation process.

1.08	The proposed final Funding Strategy Statement in relation to the 2019 valuation is attached as Appendix 1 and is expected to be ratified by the Clwyd Pension Fund Committee on 11 February. The Actuary will then produce the final valuation report and implement the new contribution requirements from 1 April 2020.																
1.09	The Actuary will provide further details on the actuarial valuation process at the meeting.																
1.10	<p><b>TYPES OF EMPLOYER PENSION CONTRIBUTIONS</b></p> <p>The contributions comprise of two parts:</p> <ul style="list-style-type: none"> <li>• Past service deficit (Contribution to eliminate historic deficit position)</li> <li>• Future service (Contribution to meet future pension benefits of scheme members)</li> </ul>																
1.11	Contribution rates for employees are paid on basic pay for employees who are members of the LGPS. Contribution rates for 2019/20 are 15.5% of pay for future service liabilities and 12.1% of pay for the contribution to the pension deficit – an additional cost to the council of 27.6% combined for all employee members of the scheme.																
1.12	<p>The historic pension deficit contribution is paid annually in advance (each April) to obtain a discount and then recouped from portfolio establishment budgets each month – an amount of £9.985m was paid in April for the 2019/20 financial year.</p> <p>Future year contributions total approximately £12m on a payroll bill of approximately £80m.</p>																
1.13	At the time of the 2016 Valuation the Flintshire part of the Fund was only 75% funded with assets of £483m and liabilities of £641m and an additional amount of £1.3m was built into the 2017/18 budget. The funding position has improved in the 2019 Valuation to 89.5% for the Council through a conscious strategy of investment. The Clwyd Pension Fund Manager will provide further background and insight into the improved performance at the meeting.																
1.14	<p><b>Impact of the Actuarial Valuation on the Council Budget</b></p> <p>The final employer contribution rates which have been agreed with the Actuary are set out below:</p> <table border="1" data-bbox="395 1760 1318 1951"> <thead> <tr> <th></th> <th>Current</th> <th>New</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Future Service</td> <td>15.5%</td> <td>17.6%</td> <td>2.1%</td> </tr> <tr> <td>Deficit Contribution</td> <td>12.1%</td> <td>6.0%</td> <td>(6.1%)</td> </tr> <tr> <td>Total</td> <td>27.6%</td> <td>23.6%</td> <td>(4.0%)</td> </tr> </tbody> </table>		Current	New	Change	Future Service	15.5%	17.6%	2.1%	Deficit Contribution	12.1%	6.0%	(6.1%)	Total	27.6%	23.6%	(4.0%)
	Current	New	Change														
Future Service	15.5%	17.6%	2.1%														
Deficit Contribution	12.1%	6.0%	(6.1%)														
Total	27.6%	23.6%	(4.0%)														

1.15	<p>The improved performance of the fund has meant that the rates for the repayment of the deficit are able to drop from 12.1% to 6% with the amount to be paid in advance reducing to £4.881m from £9.985m. The agreed recovery period is 14 years.</p> <p>However, for future contributions the rate will need to increase by 2.1% (from 15.5% to 17.6%)</p> <p>Overall this means that the net contribution rates will reduce by 4% with the impact on the 2020/21 budget being a reduction of £1.959m for non-school based staff and £0.687m for school based staff - an overall reduction in costs of £2.646m.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in the report

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	As set out in the report

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Employing bodies are consulted on the outcome of the Actuarial Valuation

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Funding Strategy Statement

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Gary Ferguson – Corporate Finance Manager  <b>Telephone:</b> 01352 702271  <b>E-mail:</b> gary.ferguson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p><b>CPF – Clwyd Pension Fund</b> – The Pension Fund managed by Flintshire County Council for local authority employees in the region and employees of other employers with links to local government in the region</p> <p><b>Administering authority or scheme manager</b> – Flintshire County Council is the administering authority and scheme manager for the Clwyd Pension Fund, which means it is responsible for the management and stewardship of the Fund.</p> <p><b>Clwyd Pension Fund Committee</b> - the Flintshire County Council committee responsible for the majority of decisions relating to the management of the Clwyd Pension Fund</p> <p><b>LGPS – Local Government Pension Scheme</b> – the national scheme, which Clwyd Pension Fund is part of</p> <p><b>FSS – Funding Strategy Statement</b> – the main document that outlines how we will manage employers contributions to the Fund</p> <p><b>Actuarial Valuation</b> - The formal valuation assessment of the Fund detailing the solvency position and determine the contribution rates payable by the employers to fund the cost of benefits and make good any existing shortfalls as set out in the separate Funding Strategy Statement.</p> <p><b>Actuary</b> - A professional advisor, specialising in financial risk, who is appointed by pension Funds to provide advice on financial related matters. In the LGPS, one of the Actuary’s primary responsibilities is the setting of contribution rates payable by all participating employers as part of the actuarial valuation exercise.</p>

Mae'r dudalen hon yn wag yn bwrpasol

Cronfa Bensiynau Clwyd  
Clwyd Pension Fund



**FUNDING STRATEGY  
STATEMENT**  
**CLWYD PENSION FUND**

[DATE]

**FLINTSHIRE COUNTY COUNCIL**

This Funding Strategy Statement has been prepared by Flintshire County Council (the Administering Authority) to set out the funding strategy for the Clwyd Pension Fund (“the Fund”), in accordance with Regulation 58 of the Local Government Pension Scheme Regulations 2013 (as amended) and guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

## EXECUTIVE SUMMARY

The LGPS Regulations and CIPFA Guidance provide the statutory framework from which the Administering Authority is required to prepare a Funding Strategy Statement (FSS).

**THE DETAILS CONTAINED IN THIS FUNDING STRATEGY STATEMENT WILL HAVE A FINANCIAL AND OPERATIONAL IMPACT ON ALL PARTICIPATING EMPLOYERS IN THE CLWYD PENSION FUND. IT IS IMPERATIVE THEREFORE THAT EACH EXISTING OR POTENTIAL EMPLOYER IS AWARE OF THE DETAILS CONTAINED IN THIS STATEMENT.**

The FSS is a document that must be revised and published whenever there is a material change in either the policy set out in the FSS or the Investment Strategy Statement (ISS). A consultation with employers must take place before the Administering Authority can publish their funding strategy.

The funding strategy is applicable to all types of employer within the Fund and contains a number of policies that employers should be aware of, including the admission and termination policy and the covenant policy. A glossary is included at the end to assist with understanding of the technical terms and definitions.

The drafting of the FSS has been delegated to the Pension Fund Committee by the Administering Authority, following advice from the Fund Actuary. Some aspects have also been delegated to Fund officers.

The FSS is also subject to scrutiny and possible intervention under Section 13(4)(c) of the Public Service Pensions Act 2013 which may place some restrictions on the parameters that can be applied to employers.

The Clwyd Pension Fund has a number of key aims and objectives which are set out within the business plan. The key funding objectives are referred to throughout the FSS and are summarised below:

- Achieve and maintain assets equal to 100% of liabilities within the 13-year average timeframe, whilst remaining within reasonable risk parameters.
- Determine employer contribution requirements, whilst recognising the constraints on affordability and strength of employer covenant, with the aim being to maintain as predictable an employer contribution requirement as possible.
- Recognising the constraints on affordability for employers, aim for sufficient excess investment returns relative to the growth of liabilities.
- Strike the appropriate balance between long-term consistent investment performance and the funding objectives.
- Manage employers' liabilities effectively through the adoption of employer specific funding objectives.
- Ensure net cash outgoings can be met as/when required.
- Minimise unrecoverable debt on employer termination.
- Ensure that the future strategy, investment management actions, governance and reporting procedures take full account of longer-term risks and sustainability.

Key elements of the funding strategy are as follows:

- Employer covenant and investment strategy will have a major influence on the valuation results.
- Deficit recovery periods will be determined by the Administering Authority with the aim of recovering deficits as quickly as possible and vary by employer. Existing contribution plans will not be reduced even if the funding position has improved unless the employer covenant is sufficiently strong and if the Administering Authority agrees. The average recovery period for the Fund is 13 years. Deficit recovery contributions will be expressed as £s amounts.
- It will be possible for employers to prepay their deficit contributions for the full 3 years or annually at each April which would result in a cash saving.
- The key financial assumption – the discount rate – has been derived by considering the long term expected return on the Fund’s investment over and above assumed future Consumer Price Inflation (CPI).
- The demographic assumptions for the whole Fund have been determined by carrying out a bespoke analysis of the Fund’s membership along with a review of other LGPS Funds.
- It is strongly recommended that employers consider and understand the Fund policies which primarily relate to employers joining the Fund, ongoing monitoring of the financial strength of employers (covenant) and the approach adopted when employers leave the Fund (termination).

Ensuring that the **Clwyd Pension Fund** (the “Fund”) has sufficient assets to meet its pension liabilities in the long-term is the fiduciary responsibility of the Administering Authority (Flintshire County Council). The Funding Strategy adopted by the **Clwyd Pension Fund** will therefore be critical in achieving this.

The purpose of this Funding Strategy Statement (“FSS”) is to set out a clear and transparent funding strategy that will identify how each Fund employer’s pension liabilities are to be met going forward.

Given this, and in accordance with governing legislation, all interested parties connected with the **Clwyd Pension Fund** have been consulted and given opportunity to comment prior to this Funding Strategy Statement being finalised and adopted. This statement takes into consideration all comments and feedback received.



#### THE FUND’S KEY OBJECTIVE

The Administering Authority’s long term objective is for the Fund to achieve a 100% solvency level over a reasonable time period and then maintain sufficient assets in order for it to pay all benefits arising as they fall due. This objective will be considered on an employer specific level where appropriate.

The general principle adopted by the Fund is that the assumptions used, taken as a whole, will be chosen sufficiently prudently for pensions and benefits already in payment to continue to be paid, and to reflect the commitments which will arise from members’ accrued pension rights.

The funding strategy set out in this document has been developed alongside the Fund’s investment strategy on an integrated basis taking into account the overall financial and demographic risks inherent in the Fund. The funding strategy includes appropriate margins to allow for the possibility of events turning out worse than expected which would normally lead to volatility of contribution rates at future valuations if these margins were not included. The level of prudence has been quantified by the Actuary to show the level of contingency to provide protection against future adverse

experience in the long term. This takes into account the risk controls implemented as part of the Flightpath Strategy. Individual employer results will also have regard to their covenant strength.



### SOLVENCY AND LONG TERM COST EFFICIENCY

Each employer's contributions are set at such a level to achieve full solvency in a reasonable timeframe. Solvency is defined as a level where the Fund's liabilities i.e. benefit payments can be reasonably met as they arise.

Employer contributions are also set in order to achieve long term cost efficiency. Long-term cost-efficiency implies that the rate must not be set at a level that is likely to give rise to additional costs in the future. For example, deferring costs to the future would be likely to result in those costs being greater overall than if they were provided for at the appropriate time. Equally, the FSS must have regard to the desirability of maintaining as nearly constant a primary rate of contribution as possible.

When formulating the funding strategy, the Administering Authority has taken into account these key objectives and also considered the implications of the requirements under Section 13(4)(c) of the Public Service Pensions Act 2013. As part of these requirements the Government Actuary's Department (GAD) must, following an actuarial valuation, report on whether the rate of employer contributions to the Fund is set at an appropriate level to ensure the "solvency" of the pension fund and "long term cost efficiency" of the Scheme so far as relating to the Fund.



### DEFICIT RECOVERY PLAN AND CONTRIBUTIONS

As the solvency level of the Fund is 91% at the valuation date i.e. the assets of the Fund are less than the liabilities, a deficit recovery plan needs to be implemented such that additional contributions are paid into the Fund to meet the shortfall.

Deficit contributions paid to the Fund by each employer will be expressed as £s amounts (flat or increasing year on year) and it is the Fund's objective that any funding deficit is eliminated as quickly as the participating employers can reasonably afford given other competing cost pressures. This may result in some flexibility in recovery periods by employer which would be at the sole discretion of the Administering Authority. The recovery periods will be set by the Fund, although employers will be free to select any shorter deficit recovery period if they wish. Employers may also elect to make prepayments of contributions which would result in a cash saving over the valuation certificate period.

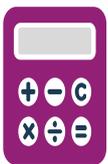
The objective is to recover any deficit over a reasonable timeframe, and this will be periodically reviewed. Subject to affordability considerations, where a deficit exists and depending on the level of deficit, a key principle will be to maintain the deficit contributions at the expected monetary levels from the preceding valuation (allowing for any indexation in these monetary payments over the recovery period). Full details are set out in this FSS.

The average recovery period for the Fund as a whole is 13 years at this valuation which is 2 years shorter than the average recovery period of 15 years from the previous valuation. After taking into account affordability and other considerations, all individual employer recovery periods have reduced at this valuation.

Where there is a material increase in contributions required at this valuation, subject to affordability constraints, the employer may be able to 'phase in' contributions over a period of 3 years. Employers should be aware that if they elect to 'phase in' their contributions, this may have an effect on the

level of contributions required in the future. Equally employers will be able to phase in their contributions changes to tie in with their financial year if this does not end on 31 March.

The Fund has also considered its policy in relation to costs that could emerge from the McCloud judgement, in line with the guidance from the Scheme Advisory Board in conjunction with the Actuary. The costs have been quantified and notified to employers and the majority of employers have made provisions directly in their contributions



### ACTUARIAL ASSUMPTIONS

The actuarial assumptions used for assessing the funding position of the Fund and the individual employers, the “Primary” contribution rate, and any contribution variations due to underlying surpluses or deficits (i.e. the “Secondary” rate) are set out in an appendix to this FSS.

The discount rate in excess of CPI inflation (the “real discount rate”) has been derived based on the expected return on the Fund’s assets based on the long term strategy set out in its Investment Strategy Statement (ISS). When assessing the appropriate prudent discount rate, consideration has been given to the level of expected asset returns in excess of CPI inflation (i.e. the rate at which the benefits in the LGPS generally increase each year). It is proposed at this valuation the real return over CPI inflation for determining the past service liabilities should be 1.75% per annum and 2.25% per annum for determining the future service (“primary”) contribution rate.

The demographic assumptions are based on the Fund Actuary’s bespoke analysis for the Fund taking into account the experience of the wider LGPS where relevant.



### EMPLOYER ASSET SHARES

The Fund is a multi-employer pension scheme that is not formally unitised and so individual employer asset shares are calculated at each actuarial valuation. This means it is necessary to make some approximations in the timing of cashflows and allocation of investment returns when deriving the employer asset share.

At each review, cashflows into and out of the Fund relating to each employer, any movement of members between employers within the Fund, along with investment return earned on the asset share, are allowed for when calculating asset shares at each valuation. In addition, the asset share maybe restated for changes in data or other policies.

Other adjustments are also made on account of the funding positions of orphan bodies which fall to be met by all other active employers in the Fund.



### FUND POLICIES

In addition to the information/approaches required by overarching guidance and Regulation, this statement also summarises the Fund’s approach and polices in a number of key areas:

#### 1. Covenant assessment and monitoring

An employer’s financial covenant underpins its legal obligation and crucially the ability to meet its financial responsibilities to the Fund now and in the future. The strength of covenant to the Fund effectively underwrites the risks to which the Fund is exposed, including underfunding, longevity, investment and market forces.

The strength of employer covenant can be subject to substantial variation over relatively short periods of time and, as such, regular monitoring and assessment is vital to the overall risk management and governance of the Fund. The employers' covenants will be assessed and monitored objectively in a proportionate manner and their ability to meet their obligations in the short and long term will be considered when determining an individual employer's funding strategy.

The Fund will continue to monitor changes in covenant in conjunction with the funding position over the inter-valuation period which will enable the Fund to anticipate and pre-empt any material issues arising and thus adopt a proactive approach in partnership with the employer. More details are provided in the relevant appendix in this statement.

## 2. Admitting employers to the Fund

Various types of employers are permitted to join the LGPS under certain circumstances, and the conditions upon which their entry to the Fund is based and the approach taken is set out in Appendix C. Examples of new employers include:

- Mandatory Scheme Employers
- Designated bodies - those that are permitted to join if they pass a resolution
- Admission bodies - usually arising as a result of an outsourcing or an entity that provides some form of public service and their funding primarily derives from local or central government.

Certain employers may be required to provide a guarantee or alternative security before entry will be allowed, in accordance with the Regulations and Fund policies.

## 3. Termination policy for employers exiting the Fund

When an employer ceases to participate within the Fund, it becomes an exiting employer under the Regulations. The Fund is then required to obtain an actuarial valuation of that employer's liabilities in respect of benefits of the exiting employer's current and former employees along with a termination contribution certificate.

Where there is **no guarantor** who would subsume the liabilities of the exiting employer, the Fund's policy is that a discount rate linked to Government bond yields and a more prudent longevity assumption is used for assessing liabilities on termination. Any exit payments due should be paid immediately, although instalment plans will be considered by the Administering Authority on a case by case basis. Any exit credits (surplus assets over liabilities) will be paid from the Fund to the exiting employer within 3 months of cessation by the Actuary. The Administering Authority also reserves the right to modify this approach on a case by case basis if circumstances warrant it, and, for example, may adjust any exit payment or exit credit to take into account any risk sharing arrangements which exist between the exiting employer and other Fund employers.

Where there is a **guarantor** who would subsume the assets and liabilities of the outgoing employer the policy is that any deficit or surplus would be subsumed into the guarantor and taken into account at the following valuation. This is subject to agreement from all interested parties who will need to consider any separate agreements that have been put in place between the exiting employer and the guarantor.

#### 4. Insurance arrangements

The Fund has implemented an internal captive ill health insurance arrangement which pools these risks for eligible employers. This arrangement will not affect eligible employer contribution rates at this valuation but may affect them going forward. More details are provided in **Appendix E**.

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## APPENDICES

A - ACTUARIAL METHOD AND ASSUMPTIONS

B - EMPLOYER DEFICIT RECOVERY PLANS

C - ADMISSION AND TERMINATION POLICY

D - COVENANT ASSESMENT AND MONITORING POLICY

E – INSURANCE ARRANGEMENTS

F - GLOSSARY OF TERMS

# 1

## INTRODUCTION

The Local Government Pension Scheme Regulations 2013 (as amended) (“the 2013 Regulations”), the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (“the 2014 Transitional Regulations”) and the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (all as amended) (collectively; “the Regulations”) provide the statutory framework from which the Administering Authority is required to prepare a Funding Strategy Statement (FSS). The key requirements for preparing the FSS can be summarised as follows:

- After consultation with all relevant interested parties involved with the **Clwyd Pension Fund** the Administering Authority will prepare and publish their funding strategy;
- In preparing the FSS, the Administering Authority must have regard to:
  - the guidance issued by CIPFA for this purpose; and
  - the Investment Strategy Statement (ISS) for the Scheme published under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (as amended);
- The FSS must be revised and published whenever there is a material change in either the policy set out in the FSS or the ISS.

### BENEFITS

The benefits provided by the **Clwyd Pension Fund** are specified in the governing legislation contained in the Regulations referred to above. Benefits payable under the **Clwyd Pension Fund** are guaranteed by statute and thereby the pensions promise is secure for members. The FSS addresses the issue of managing the need to fund those benefits over the long term, whilst at the same time facilitating scrutiny and accountability through improved transparency and disclosure.

The Fund is a defined benefit arrangement with principally final salary related benefits from contributing members up to 1 April 2014 and Career Averaged Revalued Earnings (“CARE”) benefits earned thereafter. There is also a “50:50 Scheme Option”, where members can elect to accrue 50% of the full scheme benefits in relation to the member only and pay 50% of the normal member contribution.

### EMPLOYER CONTRIBUTIONS

The required levels of employee contributions are specified in the Regulations. Employer contributions are determined in accordance with the Regulations which require that an actuarial valuation is completed every three years by the actuary, including the provision of a rates and adjustments certificate specifying the “primary” and “secondary” rate of the employer’s contribution.

In line with the Regulations, the Administering Authority has the ability to review employer contributions or request a full interim valuation. If considered appropriate, the Fund will carry out an interim valuation or a review of contributions for a specific employer or employer(s) under the circumstances set out within Section 9.

**PRIMARY RATE**

The “Primary rate” for an employer is the contribution rate required to meet the cost of the future accrual of benefits including ancillary, death in service and ill health benefits together with administration costs. It is expressed as a percentage of pensionable pay, ignoring any past service surplus or deficit, but allowing for any employer-specific circumstances, such as its membership profile and whether it admits new employees, the funding strategy adopted for that employer, the actuarial method used and/or the employer’s covenant.

The Primary rate for the whole fund is the weighted average (by payroll) of the individual employers’ Primary rates.

**SECONDARY RATE**

The “Secondary rate” is an adjustment to the Primary rate to reflect any past service deficit or surplus, to arrive at the rate each employer is required to pay. The Secondary rate may be expressed as a percentage adjustment to the Primary rate, and/or a cash adjustment in each of the three years beginning 1 April in the year following that in which the valuation date falls.

The Secondary rate is specified in the rates and adjustments certificate.

For any employer, the rate they are actually required to pay is the sum of the Primary and Secondary rates.

Secondary rates for the whole fund in each of the three years shall also be disclosed. These will be calculated as the weighted average based on the whole fund payroll in respect of percentage rates and as a total amount in respect of cash adjustments.

# 2

## PURPOSE OF FSS IN POLICY TERMS

Funding is the making of advance provision to meet the cost of accruing benefit promises. Decisions taken regarding the approach to funding will therefore determine the rate or pace at which this advance provision is made. Although the Regulations specify the fundamental principles on which funding contributions should be assessed, implementation of the funding strategy is the responsibility of the Administering Authority, acting on the professional advice provided by the actuary.

The Administering Authority's long term objective is for the Fund to achieve a 100% solvency level over a reasonable time period and then maintain sufficient assets in order for it to pay all benefits arising as they fall due.

The purpose of this Funding Strategy Statement is therefore:

- to establish a clear and transparent fund-specific strategy which will identify how employers' pension liabilities are best met going forward by taking a prudent longer-term view of funding those liabilities;
- to establish contributions at a level to "secure the solvency of the pension fund" and the "long term cost efficiency",
- to have regard to the desirability of maintaining as nearly constant a primary rate of contribution as possible.

The intention is for this strategy to be both cohesive and comprehensive for the Fund as a whole, recognising that there will be conflicting objectives which need to be balanced and reconciled. Whilst the position of individual employers must be reflected in the statement, it must remain a single strategy for the Administering Authority to implement and maintain.

# 3

## AIMS AND PURPOSE OF THE FUND

### THE AIMS OF THE FUND ARE TO:

- manage employers' liabilities effectively and ensure that sufficient resources are available to meet all liabilities as they fall due
- enable employer contribution rates to be kept at a reasonable and affordable cost to the taxpayers, scheduled, designated and admitted bodies, while achieving and maintaining fund solvency and long term cost efficiency, which should be assessed in light of the profile of the Fund now and in the future
- maximise the returns from investments within reasonable risk parameters taking into account the above aims and the risk controls in place under the Flightpath Strategy.

### THE PURPOSE OF THE FUND IS TO:

- receive monies in respect of contributions, transfer values and investment income, and pay out monies in respect of scheme benefits, transfer values, exit credits, costs, charges and expenses as defined in the Regulations

# 4

## RESPONSIBILITIES OF THE KEY PARTIES

The efficient and effective management of the pension fund can only be achieved if all parties exercise their statutory duties and responsibilities conscientiously and diligently. The key parties for the purposes of the FSS are the Administering Authority (in particular the Pensions Committee), the individual employers and the Fund Actuary, and details of their roles are set out below. Other parties required to play their part in the fund management process are bankers, custodians, investment managers (including via the Wales Pension Partnership asset pool), auditors and legal, investment and governance advisors, along with the Local Pensions Board created under the Public Service Pensions Act 2013.

### KEY PARTIES TO THE FSS

The **Administering Authority** should:

- operate the pension fund
- collect employer and employee contributions, investment income and other amounts due to the pension fund as stipulated in the Regulations
- pay from the pension fund the relevant entitlements as stipulated in the Regulations
- invest surplus monies in accordance the Regulations
- ensure that cash is available to meet liabilities as and when they fall due
- take measures as set out in the Regulations to safeguard the fund against the consequences of employer default
- manage the valuation process in consultation with the Fund's actuary
- prepare and maintain a FSS and an ISS, both after proper consultation with interested parties, and
- monitor all aspects of the Fund's performance and funding, amending the FSS/ISS as necessary
- effectively manage any potential conflicts of interest arising from its dual role as both fund administrator and a scheme employer, and
- establish, support and monitor a Local Pension Board (LPB) as required by the Public Service Pensions Act 2013, the Regulations and the Pensions Regulator's relevant Code of Practice.

The **Individual Employer** should:

- deduct contributions from employees' pay correctly after determining the appropriate employee contribution rate (in accordance with the Regulations)
- pay all contributions, including their own as determined by the actuary, promptly by the due date
- develop a policy on certain discretions and exercise those discretions as permitted within the regulatory framework
- make additional contributions in accordance with agreed arrangements in respect of, for example, augmentation of scheme benefits, early retirement strain, and
- have regard to the Pensions Regulator's focus on data quality and comply with any requirement set by the Administering Authority in this context, and
- notify the Administering Authority promptly of any changes to membership which may affect future funding.

The **Fund Actuary** should:

- prepare valuations including the setting of employers' contribution rates at a level to ensure fund solvency after agreeing assumptions with the Administering Authority and having regard to their FSS and the Regulations
- prepare advice and calculations in connection with bulk transfers and individual benefit-related matters such as pension strain costs, ill health retirement costs etc
- provide advice and valuations on the termination of admission agreements
- provide advice to the Administering Authority on bonds and other forms of security against the financial effect on the Fund of employer default
- assist the Administering Authority in assessing whether employer contributions need to be revised between valuations as required by the Regulations
- advise on funding strategy, the preparation of the FSS and the inter-relationship between the FSS and the ISS, and
- ensure the Administering Authority is aware of any professional guidance or other professional requirements which may be of relevance to the Fund Actuary's role in advising the Fund.

# 5

## SOLVENCY FUNDING TARGET

Securing the “solvency” and “long term cost efficiency” is a regulatory requirement. To meet these requirements, the Administering Authority’s long term funding objective is for the Fund to achieve and then maintain sufficient assets to cover 100% of projected accrued liabilities (the “funding target”) assessed on an ongoing past service basis including allowance for projected final pay where appropriate. In the long term, the employer rate would ultimately revert to the Future Service or Primary Rate of contributions.

### SOLVENCY AND LONG TERM EFFICIENCY

Each employer’s contributions are set at such a level to achieve full solvency in a reasonable timeframe. Solvency is defined as a level where the Fund’s liabilities i.e. benefit payments can be reasonably met as they arise.

Employer contributions are also set in order to achieve long term cost efficiency. Long-term cost-efficiency implies that the rate must not be set at a level that is likely to give rise to additional costs in the future. For example, deferring costs to the future would be likely to result in those costs being greater overall than if they were provided for at the appropriate time.

When formulating the funding strategy, the Administering Authority has taken into account these key objectives and also considered the implications of the requirements under Section 13(4)(c) of the Public Service Pensions Act 2013. As part of these requirements the Government Actuary’s Department (GAD) must, following an actuarial valuation, report on whether the rate of employer contributions to the Fund is set at an appropriate level to ensure the “solvency” of the pension fund and “long term cost efficiency” of the Scheme so far as relating to the Fund.

### DETERMINATION OF THE SOLVENCY FUNDING TARGET AND DEFICIT RECOVERY PLAN

The principal method and assumptions to be used in the calculation of the funding target are set out in **Appendix A**. The Employer Deficit Recovery Plans are set out in **Appendix B**.

Underlying these assumptions are the following two tenets:

- that the Fund is expected to continue for the foreseeable future; and
- favourable investment performance can play a valuable role in achieving adequate funding over the longer term.

This allows the Fund to take a longer term view when assessing the contribution requirements for certain employers.

In considering this the Administering Authority, based on the advice of the Actuary, will consider if this results in a reasonable likelihood that the funding plan will be successful, potentially taking into account any changes in funding after the valuation date up to the finalisation of the valuation by 31 March 2020 at the latest.

As part of each valuation, separate employer contribution rates are assessed by the Fund Actuary for each participating employer or group of employers. These rates are assessed taking into account the experience and circumstances of each employer, following a principle of no cross-subsidy between the distinct employers in the Fund.

The Administering Authority, following consultation with the participating employers, has adopted the following objectives for setting the individual employer contribution rates arising from the 2019 actuarial valuation:

- The Fund does not believe it appropriate for contribution reductions to apply compared to the existing funding plan (allowing for indexation where applicable) where deficits remain, unless there is compelling reason to do so and any reduction will need clear justification on affordability grounds. Any employer whose covenant (as assessed by the Administering Authority) is not sufficiently strong in the long term will not normally be allowed to reduce contributions where the position has improved.
- Subject to consideration of affordability, as a general rule the deficit recovery period will reduce by at least 3 years for employers at this valuation when compared to the preceding valuation. This is to target full solvency over a similar (or shorter) time horizon. Employers will have the freedom to adopt a recovery plan on the basis of a shorter period if they so wish. Subject to affordability considerations and other factors a bespoke period may be applied in respect of particular employers where the Administering Authority considers this to be warranted (see Deficit Recovery Plan in **Appendix B**). This has resulted in an average recovery period of 13 years being adopted across all employers.
- For any employers assessed to be in surplus, their individual contribution requirements will be adjusted to such an extent that any surplus is used (i.e. run-off) subject to a total contribution minimum of zero. If an employer is expected to exit the Fund before this period, contribution requirements will be set to target a nil termination deficit within reasonable expectations (subject to periodic review).
- The employer contributions will be expressed and certified as two separate elements:
  - the **Primary rate**: a percentage of pensionable payroll in respect of the cost of the future accrual of benefits and ancillary death in service and ill health benefits
  - the **Secondary rate**: a schedule of lump sum monetary amounts and/or % of pay amendments over 2020/23 in respect of an employer's surplus or deficit (including phasing adjustments)

Where increases (or decreases) in employer contributions are required from 1 April 2020, following completion of the 2019 actuarial valuation, the increase (or decrease) from the rates of contribution payable in the year 2020/21 may be implemented in steps, over a maximum period of 3 years. Any step up in future service contributions will be implemented in steps of at least 0.5% of pay per annum unless agreed otherwise based on the overall contributions paid over the certificate period. However, where a surplus exists or where there has been a reduction in contributions paid in respect of an employer's deficit at the valuation, the Fund would not consider it appropriate for any increase in contributions paid in respect of future accrual of benefits to be implemented in steps.

Alternative patterns of contribution, on grounds of affordability, will be considered on an individual employer basis, subject to the total contribution requirement being met over the 2020/23 period covered by the contribution certificate. Employers should be aware that varying their contribution pattern could have an effect on the level of contributions required in the future.

- For employers that do not have a financial year end of 31 March 2020 (e.g. 31 July 2020), the Fund can allow the employer to continue to pay their current contribution plan until their financial year end date. The new contribution plan would then be implemented after this date (i.e. 1 August 2020 if the year-end is 31 July 2020).
- Employers must notify the Fund as soon as they become aware of their planned exit date. Where appropriate, or at the request of the Scheme Employer, the Fund will normally review their certified contribution in order to target a fully funded position at exit. Consideration will be given to any risk sharing arrangements when reviewing contribution rates.
- On the cessation of an employer's participation in the Fund, in accordance with the Regulations, the Fund Actuary will be asked to make a termination assessment. In such circumstances:

The policy for employers who have a **guarantor** participating in the Fund:

The residual assets and liabilities and hence any surplus or deficit will transfer back to the guarantor. This is subject to agreement from all interested parties who will need to consider any separate agreements that have been put in place between the exiting employer and the guarantor. If all parties do not agree, then the following arrangements will apply:

- In the case of a surplus, the Fund will pay this directly to the exiting employer within 3 months of completion of the cessation assessment by the Actuary (despite any other agreements that may be in place).
- In the case of a deficit, in order to maintain a consistent approach, the Fund will seek to recover this from the exiting employer in the first instance although if this is not possible then the deficit will be recovered from the guarantor either as a further contribution collection or at the next valuation.

The Fund will notify all parties in the event that agreement cannot be reached, however ultimately the Fund will comply with the Regulations and therefore pay any exit credit to the exiting employer. In some instances, the outgoing employer may only be responsible for part of the residual deficit or surplus as per the separate agreement. This would only be taken into account if the Administering Authority is made aware of any such arrangement.

If a guarantor unjustifiably deviates from the policy (e.g. selectively chooses which cases are subsumed and which cases involve immediate payments), any future termination events will be treated in line with the approach adopted for employers without a guarantor in the Fund (e.g. the exiting employer/guarantor will be required to pay the termination deficit as a lump sum cash payment at the time of exit, any surplus would also be paid by the Fund to the exiting employer at this point). The ongoing valuation basis will still be adopted in this case.

The policy for employers who do not have a **guarantor** participating in the Fund:

- In the case of a surplus, the Fund pays the exit credit to the exiting employer following completion of the termination process (within 3 months of completion of the cessation assessment by the Actuary).
- In the case of a deficit, the Fund would require the exiting employer to pay the termination deficit to the Fund as a lump sum cash payment (unless agreed otherwise by the Administering Authority at their sole discretion) following completion of the termination process.

Where an employer with no guarantor leaves the Fund and leaves liabilities with the Fund which the Fund must meet without recourse to that employer, the valuation of the termination payment will be calculated using a discount rate linked to Government bond yields and a more prudent life expectancy assumption. Further details are set out in the Termination Policy in Appendix C.

The Administering Authority can vary the treatment on a case by case basis at its sole discretion if circumstances warrant it based on the advice of the Actuary and, for example, may adjust any exit payment or exit credit to take into account any risk sharing arrangements which exist between the exiting employer and other Fund employers.

The termination policy is set out in Appendix C. This will be reviewed at least on an annual basis to take into account any emerging trends or changes in financial or demographic factors e.g. longevity trends which affect the termination assessment for employers.

# 7

## LINK TO INVESTMENT POLICY AND THE INVESTMENT STRATEGY STATEMENT (ISS)

The results of the 2019 valuation show the liabilities to be 91% covered by the current assets, with the funding deficit of 9% being covered by future deficit contributions.

In assessing the value of the Fund's liabilities in the valuation, a prudent allowance has been made for growth asset out-performance as described below, taking into account the investment strategy adopted by the Fund, as set out in the ISS.

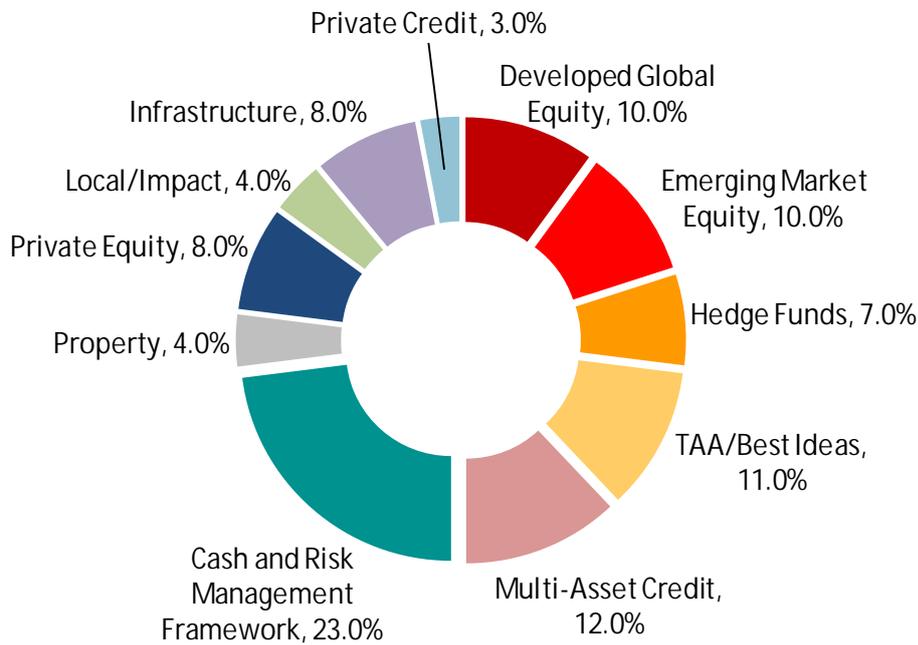
It is not possible to construct a portfolio of investments which produces a stream of income exactly matching the expected liability outgo. However, it is possible to construct a portfolio which represents the "minimum risk" investment position which would deliver a very high certainty of real returns above assumed CPI inflation. Such a portfolio would consist of a mixture of long-term index-linked, fixed interest gilts and swaps.

Investment of the Fund's assets in line with this portfolio would minimise fluctuations in the Fund's funding position between successive actuarial valuations.

If, at the valuation date, the Fund had been invested in this portfolio, then in carrying out this valuation it would not be appropriate to make any allowance for growth assets out-performance or any adjustment to market implied inflation assumption due to supply/demand distortions in the bond markets. This would result in real return versus CPI inflation of negative 1% per annum at the valuation date and a more prudent longevity assumption. On this basis of assessment, the assessed value of the Fund's liabilities at the valuation would have been significantly higher, resulting in a funding level of 54%. This is a measure of the level of reliance on future investment returns i.e. level of investment risk being taken

Departure from a minimum risk investment strategy, in particular to include growth assets such as equities, gives a better prospect that the assets will, over time, deliver returns in excess of CPI inflation and reduce the contribution requirements. The target solvency position of having sufficient assets to meet the Fund's pension obligations might in practice therefore be achieved by a range of combinations of funding plan, investment strategy and investment performance.

The long term strategic allocation is:



Based on the investment strategy above and the assessment of the return expectations for each asset class leads to an overall best estimate average expected return of 2.8% per annum in excess of CPI inflation at the valuation date. For the purposes of setting funding strategy however, the Administering Authority believes that it is appropriate to take a margin for prudence on these return expectations.

A measure of overall prudence to protect against adverse experience in the future is to consider the funding level if it was assessed on a “best estimate” basis for all the principal assumptions (mainly the investment return and life expectancy). The actuary has assessed this funding level as 110%. This level of prudence is built in to allow the Fund to address adverse events whilst maintain stability (within reasonable parameters) in employer contributions where appropriate.

# 8

## IDENTIFICATION OF RISKS AND COUNTER-MEASURES

The funding of defined benefits is by its nature uncertain. Funding is based on both financial and demographic assumptions. These assumptions are specified in the actuarial valuation report. When actual experience is not in line with the assumptions adopted a surplus or shortfall will emerge at the next actuarial assessment and will require a subsequent contribution adjustment to bring the funding back into line with the target.

The Administering Authority has been advised by the actuary that the greatest risk to the funding level is the investment risk inherent in the predominantly equity based strategy, so that actual asset out-performance between successive valuations could diverge significantly from that assumed in the long term. The Actuary's formal valuation report includes a quantification of the key risks in terms of the effect on the funding position.

### FINANCIAL

The financial risks are as follows:-

- Investment markets fail to perform in line with expectations
- Protection and risk management policies fail to perform in line with expectations
- Market outlook moves at variance with assumptions
- Investment Fund Managers fail to achieve performance targets over the longer term
- Asset re-allocations in volatile markets may lock in past losses
- Pay and price inflation significantly more or less than anticipated
- Future underperformance arising as a result of participating in the larger asset pooling vehicle
- Employer contributions are unaffordable and/or unstable
- Investment and/or funding objectives and/or strategies are no longer fit for purpose
- Insufficient assets to pay benefits
- Loss of employer income and/or other employers become liable for their deficits
- An employer ceasing to exist without prior notification, resulting in a large exit credit requirement from the Fund impacting on cashflow requirements.

Any increase in employer contribution rates (as a result of these risks) may in turn impact on the service delivery of that employer and their financial position.

In practice the extent to which these risks can be reduced is limited. However, the Fund's asset allocation is kept under regular review and the performance of the investment managers is regularly monitored.

## DEMOGRAPHIC

The demographic risks are as follows:-

- Future changes in life expectancy (longevity) that cannot be predicted with any certainty
- Potential strains from ill health retirements, over and above what is allowed for in the valuation assumptions for employers
- Deteriorating pattern of early retirements (including those granted on the grounds of ill health)
- Unanticipated acceleration of the maturing of the Fund resulting in materially negative cashflows and shortening of liability durations

Increasing longevity is something which government policies, both national and local, are designed to promote. It does, however, result in a greater liability for pension funds.

Apart from the regulatory procedures in place to ensure that ill-health retirements are properly controlled, **employing bodies should be doing everything in their power to minimise the number of ill-health retirements**. Ill health retirements can be costly for employers, particularly small employers where one or two costly ill health retirements can take them well above the “average” implied by the valuation assumptions. Increasingly we are seeing employers mitigate the number of ill health retirements by employing HR / occupational health preventative measures. These in conjunction with ensuring the regulatory procedures in place to ensure that ill-health retirements are properly controlled, can help control exposure to this demographic risk. The Fund’s ill health captive arrangement will also help to ensure that the eligible employers are not exposed to large deficits due to the ill health retirement of one or more of their members (see further information in Appendix E).

Early retirements for reasons of redundancy and efficiency do not affect the solvency of the Fund because they are the subject of a direct charge. The level of this charge (taking into account any other exit payments from the employer) will be capped by the Exit Cap of £95,000 and the member’s benefits will be adjusted accordingly when the new Regulations are brought into effect.

With regards to increasing maturity (e.g. due to further cuts in workforce and/or restrictions on new employees accessing the Fund), the Administering Authority regularly monitors the position in terms of cashflow requirements and considers the impact on the investment strategy.

## INSURANCE OF CERTAIN BENEFITS

The contributions for any employer may be varied as agreed by the Actuary and Administering Authority to reflect any changes in contribution requirements as a result of any benefit costs being insured with a third party or internally within the Fund. This for example could include insurance of ill-health costs or death in service benefits for members. Further information on the insurance of ill health costs is set out in **Appendix E**.

## REGULATORY

The key regulatory risks are as follows:-

- Changes to Regulations, e.g. changes to the benefits package, retirement age, potential new entrants to scheme,
- Changes to national pension requirements and/or HMRC Rules

Membership of the Local Government Pension Scheme is open to all local government staff and should be encouraged as a valuable part of the contract of employment. However, increasing membership does result in higher employer monetary costs.

## GOVERNANCE

The Fund has done as much as it believes it reasonably can to enable employing bodies and scheme members (via their trades unions) to make their views known to the Fund and to participate in the decision-making process. So far as the revised Funding Strategy Statement is concerned, it circulated copies of the first draft to all employing bodies for their comments and placed a copy on the Fund's website. The first draft was approved at the Committee meeting on 4<sup>th</sup> September 2019 and finalised on 11<sup>th</sup> February 2020 after the Fund received consultation feedback from the employing bodies and the final document was ratified by the Committee.

As part of their governance arrangements, the Fund holds regular Advisory Panel meetings. The Advisory Panel is made up of Fund Officers, Investment Consultants, an Independent Advisor and the Fund Actuary.

Governance risks are as follows:-

- The quality of membership data deteriorates materially due to breakdown in processes for updating the information resulting in liabilities being under or overstated
- Administering Authority unaware of structural changes in employer's membership (e.g. large fall in employee numbers, large number of retirements) with the result that contribution rates are set at too low a level
- Administering Authority not advised of an employer closing to new entrants, something which would normally require an increase in contribution rates
- An employer ceasing to exist with insufficient funding or adequacy of a bond
- Changes to Committee membership

For these risks to be minimised much depends on information being supplied to the Administering Authority by the employing bodies. Arrangements are strictly controlled and monitored (e.g. the implementation of iConnect for transferring data from employers), but in most cases the employer, rather than the Fund as a whole, bears the risk.

Full details of the risks and the controls in place are set out in the CPF risk register.

# 9

## MONITORING AND REVIEW

The Administering Authority has taken advice from the actuary in preparing this Statement, and has also consulted with employing organisations.

A full review of this Statement will occur every three years, to coincide with completion of a full statutory actuarial valuation and every review of employer rates or interim valuation. However, a review of part or all of the Statement will take place annually to ensure all the relevant parameters remain fit for purpose and will take account of the current economic conditions, change in demographic trends and will also reflect any legislative changes.

### FLIGHTPATH - DE-RISKING STRATEGY

In the context of managing various aspects of the Fund's financial risks, the Administering Authority has implemented a "Flightpath" risk management investment strategy with effect from 1 April 2014. A Liability Driven Investments (LDI) mandate has also been implemented in order to hedge part of the Fund's assets against changes in liabilities.

The principal aim of this risk management strategy is to effectively control and limit interest and inflation risks being run by the Fund (as these factors can lead to significant changes to liability values). At the valuation date the level of hedging was approximately 20% in relation to interest rates and 40% in relation to inflation. The intention is that the Fund will achieve a hedge ratio of 80% in the long term for both interest and inflation rates. The overall funding flightpath strategy structure was reviewed in conjunction with the actuarial valuation and a summary of the real yield triggers above CPI is shown below (split by duration of liabilities). In practice the triggers are split into separate interest rate and inflation triggers.

Proposed triggers	Hedge ratio	Real rate above CPI			
		15y	20y	30y	40y
Trigger 1	30%	-	-	-	-
Trigger 2	40%	-	-	-	-
Trigger 3	50%	1.40%	1.40%	1.40%	1.40%
Trigger 4	60%	1.60%	1.60%	1.60%	1.60%
Trigger 5	70%	1.80%	1.80%	1.80%	1.80%
Trigger 6	80%	2.00%	2.00%	2.00%	2.00%

### FLIGHTPATH – MONITORING/TRIGGER REVIEW

A summary report is provided to the Fund (on a monthly and quarterly basis) which includes a "traffic light" analysis of the key components of the Flightpath and hedging mandate. The "traffic light" indicates whether the Flightpath and hedging mandate are operating in line with expectations or if any actions are required. In particular, a separate fund-wide mechanism has been introduced, such that if the funding level falls more than 5% below the "expected" funding level (based on valuation assumptions), then discussions will follow at the Advisory Panel level as to the continued appropriateness of the funding strategy. There are no formal funding level triggers in place although it has been agreed that when the funding level hits 100% or higher consideration will be given to whether the allocation to more liability matching assets should be increased.

The funding level has materially improved since the valuation date due in part to strong equity performance in the portfolio including the exposure via the risk management mandate with Insight.

A dynamic Equity Protection strategy was put in place in 2018. This was after rigorous analysis and value for money considerations by the Fund's Funding and Risk Management Group. The strategy protects against falls of 10% or more of the average market position over the previous 12 months on c£350m of equity exposure in the Insight portfolio. The cost of this will be offset by the Fund's participation in losses beyond a fall of 30% from average market levels of the same 12 months. This arrangement will be financed by giving up some potential upside return on a monthly basis. Whilst more complex to set up, the dynamic strategy provides advantages versus the previous static approach as follows:

1. Improved protection levels in upward trending markets
2. Expectation of better long-term risk adjusted returns (after fees and transaction costs) except in some extreme scenarios
3. Improved flexibility and on-going governance as it allows the structure to easily adapt to changing requirements including switching the protection off

Due to the requirements of implementing the strategy on a daily rolling basis, it was agreed that the strategy would be delivered using a counterparty bank rather than an investment manager. Mercer went through a process of determining the best counterparty bank and it was agreed that JP Morgan would deliver the strategy via the existing Insight investment vehicle.

As part of the Flightpath strategy the Fund has implemented a currency hedging policy to lock-in gains from the depreciation in sterling and reduce the risk of a materially strengthening pound. The overall currency hedge is 75% of the overall equity portfolio.

Further details of the updated funding level triggers, equity market protection and currency hedging are shown in the relevant Committee report.

The Administering Authority will monitor the progress of the funding strategy between full actuarial valuations as part of the Flightpath monitoring detailed above and regular funding reviews. If considered appropriate, the funding and flightpath strategy will be reviewed (other than as part of the triennial valuation process), for example:

- if there has been a significant change in market conditions, and/or deviation in the progress of the funding strategy
- if there have been significant changes to the CPF membership, or LGPS benefits
- if there have been changes to the circumstances of any of the employing authorities to such an extent that they impact on or warrant a change in the funding strategy e.g. closure to new entrants
- if there have been any significant special contributions paid into the CPF
- if there has been a change in Regulations or Guidance which materially impacts on the policies within the funding strategy

When monitoring the funding position, if the Administering Authority considers that any action is required, the employing authorities will be contacted to provide an update and details of any proposed remedial actions at the next valuation or earlier if appropriate.

### COST MANAGEMENT AND THE MCCLOUD JUDGEMENT

The cost management process was set up by HMT, with an additional strand set up by the Scheme Advisory Board (for the LGPS). The aim of this was to control costs for employers and taxpayers via adjustments to benefits and/or employee contributions.

As part of this, it was agreed that employers should bear the costs/risks of external factors such as the discount rate, investment returns and inflation changes, whereas employees should bear the costs/risks of other factors such as wage growth, life expectancy changes, ill health retirement experience and commutation of pension.

The outcomes of the cost management process were expected to be implemented from 1 April 2019, based on data from the 2016 valuations for the LGPS. This has now been put on hold due to age discrimination cases brought in respect of the firefighters and judges schemes, relating to protections provided when the public sector schemes were changed (which was on 1 April 2014 for the LGPS and 1 April 2015 for other Schemes).

It is not known how these cases will affect the LGPS or the cost management process at this time. The Scheme Advisory Board issued guidance here which sets out how the McCloud case should be allowed for within the 2019 valuation.

The potential impact of the judgement (based on the information available at the time) has been quantified and communicated to employers as part of the 2019 valuation. In line with the Regulations, employer contributions can be reviewed once the outcome is known, if deemed appropriate for some or all of the employers depending on whether a provision was made directly in their agreed contributions rates from 1 April 2020 at this valuation. Updated employer rates will then be implemented from the following 1 April for practical purposes with backdating as appropriate.

### FURTHER INFORMATION

If you require further information about anything in or related to this Funding Strategy Statement, please contact:

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# APPENDIX A - ACTUARIAL METHOD AND ASSUMPTIONS

## METHOD

The actuarial method to be used in the calculation of the solvency funding target is the Projected Unit method, under which the salary increases assumed for each member are projected until that member is assumed to leave active service by death, retirement or withdrawal from service. This method implicitly allows for new entrants to the scheme on the basis that the overall age profile of the active membership will remain stable. As a result, for those employers which are closed to new entrants, an alternative method is adopted, which makes advance allowance for the anticipated future ageing and decline of the current closed membership group potentially over the period of the rates and adjustments certificate.

## FINANCIAL ASSUMPTIONS – SOLVENCY FUNDING TARGET

### Investment return (discount rate)

The discount rate has been derived based on the expected return on the Fund assets based on the long term strategy set out in the Investment Strategy Statement (ISS). It includes appropriate margins for prudence as a contingency against future adverse experience. When assessing the appropriate discount rate consideration has been given to the returns in excess of CPI inflation (as derived below). The discount rate at the valuation has been derived based on an assumed return of 1.75% per annum above CPI inflation i.e. a real return of 1.75% per annum and a total discount rate of 4.15% per annum. This real return will be reviewed from time to time based on the investment strategy, market outlook and the Fund's overall risk metrics. The discount rate will be reviewed as a matter of course at the time of a formal valuation.

### Inflation (Consumer Prices Index)

The inflation assumption will be taken to be the investment market's expectation for RPI inflation as indicated by the difference between yields derived from market instruments, principally conventional and index-linked UK Government gilts as at the valuation date, reflecting the profile and duration of the Scheme's accrued liabilities, but subject to an adjustment due to retirement pensions being increased annually by the change in the Consumer Price Index rather than the Retail Price Index

The overall reduction to RPI inflation to arrive at the CPI inflation assumption at the valuation date is 1.0% per annum. This adjustment to the RPI inflation assumption will be reviewed from the valuation date to take into account any reform in the RPI index. The change then will be implemented for the policies set out in this Statement.

### Salary increases

In relation to benefits earned prior to 1 April 2014, the assumption for real salary increases (salary increases in excess of price inflation) will be determined by an allowance of 1.25% p.a. over the inflation assumption as described above. This includes allowance for promotional increases. As a variation to the long term salary increase assumption allowance has been made for expected short term pay restraint for some employers as budgeted in their financial plan. Depending on the circumstances of the employer, the variants on short term pay that have been applied are either no

adjustment or an allowance of 2% per annum for each year from the valuation date up to 31 March 2023.

Application of bespoke salary increase assumptions as put forward by individual employers will be at the ultimate discretion of the Administering Authority but as a minimum must be reasonable and practical. To the extent that experience differs from the assumption adopted, the effects will emerge at the next actuarial valuation.

### **Pension increases/Indexation of CARE benefits**

Increases to pensions are assumed to be in line with the inflation (CPI) assumption described above. This is modified appropriately to reflect any benefits which are not fully indexed in line with the CPI (e.g. Guaranteed Minimum Pensions where the LGPS is not required to provide full indexation).

## **DEMOGRAPHIC ASSUMPTIONS**

### **Mortality/Life Expectancy**

The mortality in retirement assumptions will be based on the most up-to-date information in relation to self-administered pension schemes published by the Continuous Mortality Investigation (CMI), making allowance for future improvements in longevity and the experience of the scheme. The mortality tables used are set out below, with a loading reflecting Fund specific experience. The derivation of the mortality assumption is set out in a separate paper as supplied by the Actuary. A specific mortality assumption has also been adopted for current members who retire on the grounds of ill health. For all members, it is assumed that the accelerated trend in longevity seen in recent years (as evidenced in the 2018 CMI analysis) will continue in the longer term and as such, the assumptions build in a level of longevity 'improvement' year on year in the future in line with the CMI projections with a long-term improvement trend of 1.75% per annum.

The mortality before retirement has also been reviewed based on LGPS wide experience.

### **Commutation**

It has been assumed that, on average, 50% of retiring members will take the maximum tax-free cash available at retirement and 50% will take the standard 3/80ths cash sum. The option which members have to commute part of their pension at retirement in return for a lump sum is a rate of £12 cash for each £1 p.a. of pension given up.

### **Other Demographics**

Following an analysis of Fund experience carried out by the Actuary, the incidence of ill health retirements, withdrawal rates and the proportions married/civil partnership assumption remain in line with the assumptions adopted for the last valuation. In addition, no allowance will be made for the future take-up of the 50:50 option Where any member has actually opted for the 50:50 scheme, this will be allowed for in the assessment of the rate for the next 3 years. Other assumptions are as per the last valuation.

### **Expenses**

Expenses are met out the Fund, in accordance with the Regulations. This is allowed for by adding 0.8% of pensionable pay to the contributions as required from participating employers. This addition is reassessed at each valuation. and is calculated by estimating the level of expenses for the Fund over the period from 1 April 2020 to 31 March 2023. Investment expenses have been allowed for implicitly in determining the discount rates. In addition, any expenses that are directly attributable to

specific employers via the Employer Liaison team, will be included in the assessment of that employer's expense allowance from the 2019 actuarial valuation.

### Discretionary Benefits

The costs of any discretion exercised by an employer in order to enhance benefits for a member through the Fund will be subject to additional contributions from the employer as required by the Regulations as and when the event occurs. As a result, no allowance for such discretionary benefits has been made in the valuation

## METHOD AND ASSUMPTIONS USED IN CALCULATING THE COST OF FUTURE ACCRUAL (OR PRIMARY RATE)

The future service liabilities are calculated using the same assumptions as the funding target except that a different financial assumption for the discount rate is used. A critical aspect here is that the Regulations state the desirability of keeping the "Primary Rate" (which is the future service rate) as stable as possible so this needs to be taken into account when setting the assumptions.

As future service contributions are paid in respect of benefits built up in the future, the Primary Rate should take account of the market conditions applying at future dates, not just the date of the valuation, thus it is justifiable to use a slightly higher expected return from the investment strategy. In addition, the future liabilities for which these contributions will be paid have a longer average duration than the past service liabilities as they relate to active members only.

At the valuation date, the financial assumptions in relation to future service (i.e. the normal cost) are based on an overall assumed real discount rate of 2.25% per annum above the long term average assumption for consumer price inflation of 2.40% per annum. This leads to a discount rate of 4.65% per annum.

## EMPLOYER ASSET SHARES

The Fund is a multi-employer pension scheme that is not formally unitised and so individual employer asset shares are calculated at each actuarial valuation. This means it is necessary to make some approximations in the timing of cashflows and allocation of investment returns when deriving the employer asset share.

In attributing the overall investment performance obtained on the assets of the Fund to each employer a pro-rata principle is adopted. This approach is effectively one of applying a notional individual employer investment strategy identical to that adopted for the Scheme as a whole unless agreed otherwise between the employer and the Fund at the sole discretion of the Administering Authority.

At each review, cashflows into and out of the Fund relating to each employer, any movement of members between employers within the Fund, along with investment return earned on the asset share, are allowed for when calculating asset shares at each valuation. Cashflows and investment returns are assumed to be paid/earned evenly over each year or relevant period.

Other adjustments are also made on account of the funding positions of orphan bodies which fall to be met by all other active employers in the Fund.

SUMMARY OF KEY WHOLE FUND ASSUMPTIONS USED FOR CALCULATING FUNDING TARGET AND COST OF FUTURE ACCRUAL (THE “PRIMARY RATE”) FOR THE 2016 ACTUARIAL VALUATION

<b>Long-term yields</b>	
Market implied RPI inflation	3.40% p.a.
<b>Solvency Funding Target financial assumptions</b>	
Investment return/Discount Rate	4.15% p.a.
CPI price inflation	2.40% p.a.
Long Term Salary increases*	3.65% p.a.
Pension increases/indexation of CARE benefits	2.40% p.a.
<b>Future service accrual financial assumptions</b>	
Investment return/Discount Rate	4.65% p.a.
CPI price inflation	2.40% p.a.
Long Term Salary increases*	3.65% p.a.
Pension increases/indexation of CARE benefits	2.40% p.a.

\*short term salary increases of a minimum of 2% per annum for each year from the valuation date up to 2023 also apply for most employers.

### Life expectancy assumptions

The post retirement mortality tables adopted for this valuation are set out below:

Current Status	Retirement Type	Mortality Table
<b>Annuitant</b>	Normal Health	100% S3PMA_CMI_2018 [1.75%] 92% S3PFA_M_CMI_2018 [1.75%]
	Dependant	132% S3PMA_CMI_2018 [1.75%] 92% S3DFA_CMI_2018 [1.75%]
	Ill Health	122% S3IMA_CMI_2018 [1.75%] 132% S3IFA_CMI_2018 [1.75%]
	Future Dependant	128% S3PMA_CMI_2018 [1.75%] 111% S3DFA_CMI_2018 [1.75%]
<b>Active</b>	Normal Health	106% S3PMA_CMI_2018 [1.75%] 93% S3PFA_M_CMI_2018 [1.75%]
	Ill Health	122% S3IMA_CMI_2018 [1.75%] 142% S3IFA_CMI_2018 [1.75%]
<b>Deferred</b>	All	128% S3PMA_CMI_2018 [1.75%] 110% S3PFA_M_CMI_2018 [1.75%]
<b>Future Dependant</b>	Dependant	135% S3PMA_CMI_2018 [1.75%] 118% S3DFA_CMI_2018 [1.75%]

Life expectancies at age 65:

<b>Membership Category</b>	<b>Male Life Expectancy at 65</b>	<b>Female Life Expectancy at 65</b>
<b>Pensioners</b>	22.4	25.3
<b>Actives aged 45 now</b>	24.0	27.2
<b>Deferreds aged 45 now</b>	22.6	26.0

Other demographic assumptions are set out in the Actuary's formal report.

# APPENDIX B – EMPLOYER DEFICIT RECOVERY PLANS

As the assets of the Fund are less than the liabilities at the effective date, a deficit recovery plan needs to be adopted such that additional contributions are paid into the Fund to meet the shortfall.

Deficit contributions paid to the Fund by each employer will be expressed as £s amounts and it is the Fund's objective that any funding deficit is eliminated as quickly as the participating employers can reasonably afford based on the Administering Authority's view of the employer's covenant and risk to the Fund.

Recovery periods will be set by the Fund on a consistent basis across employer categories where possible and communicated as part of the discussions with employers. This will determine the minimum contribution requirement although employers will be free to select any shorter deficit recovery period and higher contributions if they wish, including the option of prepaying the deficit contributions in one lump sum either on an annual basis or a one-off payment. This will be reflected in the monetary amount requested via a reduction in overall £ deficit contributions payable.

The determination of recovery periods is summarised in the table below:

Category	Average Deficit Recovery Period (whole years)	Derivation
Unitary Authority Councils	13 years	Determined by reducing the period from the preceding valuation by 3 years (where appropriate).
Other Tax-raising Scheduled and Designating Bodies	9 years	Determined by reducing the period from the preceding valuation on a case by case basis with the intention of reducing by at least 3 years.
Education Bodies (Universities and Colleges)	10 years	Determined by reducing the period from the preceding valuation by at least 3 years.
Admission Bodies (guaranteed by another Scheme Employer within the Fund)	12 years	Subject to agreement with guarantor.

Individual employers have been notified separately of their individual recovery periods when they were provided with their individual valuation results.

In determining the actual recovery period to apply for any particular employer or employer grouping, the Administering Authority may take into account some or all of the following factors:

- The size of the funding shortfall;
- The financial plans of the employer;
- The assessment of the financial covenant of the Employer, and security of future income streams;
- Any contingent security available to the Fund or offered by the Employer such as guarantor or bond arrangements, charge over assets, etc.
- changes in the funding position after the valuation date which is deemed reasonable.

The objective is to recover any deficit over a reasonable timeframe, and this will be periodically reviewed.

#### OTHER FACTORS AFFECTING THE EMPLOYER DEFICIT RECOVERY PLANS

As part of the process of agreeing funding plans with individual employers, the Administering Authority will consider the use of contingent assets and other tools such as bonds or guarantees that could assist employing bodies in managing the cost of their liabilities or could provide the Fund with greater security against outstanding liabilities. All other things being equal this could result in a longer recovery period being acceptable to the Administering Authority, although employers will still be expected to at least cover expected interest costs on the deficit.

It is acknowledged by the Administering Authority that, whilst posing a relatively low risk to the Fund as a whole, a number of smaller employers may be faced with significant contribution increases that could seriously affect their ability to function in the future. The Administering Authority therefore would be willing to use its discretion to accept an evidenced based affordable level of contributions for the organisation for the three years 2020/2023. Any application of this option is at the ultimate discretion of the Fund in order to effectively manage risk across the Fund. It will only be considered after the provision of the appropriate evidence as part of the covenant assessment and also the appropriate professional advice. Typically, this will be managed primarily through an adjustment to the recovery period and/or phasing/stepping of contributions.

For those bodies identified as having a weaker covenant, the Administering Authority will need to balance the level of risk plus the solvency requirements of the Fund with the sustainability of the organisation when agreeing funding plans. As a minimum, the annual deficit payment must meet the on-going interest costs to ensure, everything else being equal, that the deficit does not increase in monetary terms.

Notwithstanding the above, the Administering Authority, in consultation with the Fund Actuary, retains ultimate discretion in agreeing final employer contribution plans, and will consider whether any exceptional arrangements should apply to any participating employer within the Fund.

# APPENDIX C - ADMISSION AND TERMINATION POLICY

## INTRODUCTION

This document details the Clwyd Pension Fund's (CPF) policy on the methodology for assessment of ongoing contribution requirements and termination payments in the event of the cessation of an employer's participation in the Fund. This document also covers CPF's policy on admissions into the Fund and sets out the considerations for current and former *admission bodies*. It supplements the general policy of the Fund as set out in the Funding Strategy Statement (FSS).

- Admission bodies are required to have an "admission agreement" with the Fund. In conjunction with the Regulations, the admission agreement sets out the conditions of participation of the admission body including which employees (or categories of employees) are eligible to be members of the Fund.
- Scheme Employers have a statutory right to participate in the LGPS and their staff therefore can become members of the LGPS at any time, although some organisations (Part 2 Scheme Employers) do need to designate eligibility for its staff.

A list of all current employing bodies participating in the CPF is kept as a live document and will be updated by the Administering Authority as bodies are admitted to, or leave the CPF.

Please see the glossary for an explanation of the terms used throughout this Appendix.

## ENTRY TO THE FUND

Prior to admission to the Fund, an Admitted Body is required to carry out an assessment of the level of risk on premature termination of the contract to the satisfaction of the Administering Authority. If the risk assessment and/or bond amount is not to the satisfaction of the Administering Authority (as required under the LGPS Regulations) it will consider and determine whether the admission body must pre-fund for termination with contribution requirements assessed using the minimum risk methodology and assumptions.

Some aspects that the Administering Authority may consider when deciding whether to apply a minimum risk methodology are:

- Uncertainty over the security of the organisation's funding sources e.g. the body relies on voluntary or charitable sources of income or has no external funding guarantee/reserves;
- If the admitted body has an expected limited lifespan of participation in the Fund;
- The average age of employees to be admitted and whether the admission is closed to new joiners.

In order to protect other Fund employers, where it has been considered undesirable to provide a bond, a guarantee must be sought in line with the LGPS Regulations.

### ADMITTED BODIES PROVIDING A SERVICE

Generally Admitted Bodies providing a service will have a guarantor within the Fund that will stand behind the liabilities. Accordingly, in general, the minimum risk approach to funding and termination will not apply for these bodies.

As above, the Admitted Body is required to carry out an assessment of the level of risk on premature termination of the contract to the satisfaction of the Administering Authority. This assessment would normally be based on advice in the form of a “risk assessment report” provided by the actuary to the CPF. As the Scheme Employer is effectively the ultimate guarantor for these admissions to the CPF it must also be satisfied (along with the Administering Authority) over the level (if any) of any bond requirement. Where bond agreements are to the satisfaction of the Administering Authority, the level of the bond amount will be subject to review on a regular basis.

In the absence of any other specific agreement between the parties, deficit recovery periods for Admitted Bodies will be set in line with the Fund’s general policy as set out in the FSS.

Any risk sharing arrangements agreed between the Scheme Employer and the Admitted Body will be documented in the commercial agreement between the two parties and not the admission agreement.

In the event of termination of the Admitted Body, any orphan liabilities in the Fund will be subsumed by the relevant Scheme Employer.

An exception to the above policy applies if the guarantor is not a participating employer within the CPF, including if the guarantor is a participating employer within another LGPS Fund. In order to protect other employers within the CPF the Administering Authority may in this case treat the admission body as pre-funding for termination, with contribution requirements assessed using the minimum risk methodology and assumptions

### PRE-FUNDING FOR TERMINATION

An employing body may choose to pre-fund for termination i.e. to amend their funding approach to a minimum risk methodology and assumptions. This will substantially reduce the risk of an uncertain and potentially large debt being due to the Fund at termination. However, it is also likely to give rise to a substantial increase in contribution requirements, when assessed on the minimum risk basis.

For any employing bodies funding on such a minimum risk strategy a notional investment strategy can be assumed as a match to the liabilities if agreed by the Administering Authority based on the advice of the Actuary. In particular, the employing body’s notional asset share of the Fund will be credited with an investment return in line with the minimum risk funding assumptions adopted rather than the actual investment return generated by the actual asset portfolio of the entire Fund. The Fund reserves the right to modify this approach in any case where it might materially affect the finances of the Scheme, or depending on any case specific circumstances.

## EXITING THE FUND

### TERMINATION OF AN EMPLOYER'S PARTICIPATION

When an employing body terminates for any reason, employees may transfer to another employer, either within the Fund or elsewhere. If this is not the case the employees will retain pension rights within the Fund i.e. either deferred benefits or immediate retirement benefits.

In addition to any liabilities for current employees the Fund will also retain liability for payment of benefits to former employees, i.e. to existing deferred and pensioner members except where there is a complete transfer of responsibility to another Fund with a different Administering Authority.

In the event that unfunded liabilities arise that cannot be recovered from the employing body, these will normally fall to be met by the Fund as a whole (i.e. all employers) unless there is a guarantor or successor body within the Fund.

### EMPLOYERS WITHOUT A GUARANTOR

The CPF's policy is that a termination assessment will be made based on a minimum risk funding basis (as set out below), unless the employing body has a guarantor within the Fund or a successor body exists to take over the employing body's liabilities (including those for former employees). This is to protect the other employers in the Fund as, at termination, the employing body's liabilities will become orphan liabilities within the Fund, and there will be no recourse to it if a shortfall emerges in the future (after participation has terminated). The policy for such employers will be:

- In the case of a surplus, the Fund pays the exit credit to the exiting employer following completion of the termination process (within 3 months of completion of the cessation assessment by the Actuary).
- In the case of a deficit, the Fund would require the exiting employer to pay the termination deficit to the Fund as a lump sum cash payment (unless agreed otherwise by the Administering Authority at their sole discretion) following completion of the termination process.

The Administering Authority can vary the treatment on a case by case basis at its sole discretion if circumstances warrant it based on the advice of the Actuary and, for example, may adjust any exit payment or exit credit to take into account any risk sharing arrangements which exist between the exiting employer and other Fund employers.

### EMPLOYERS WITH A GUARANTOR

If, instead, the employing body has a guarantor within the Fund or a successor body exists to take over the employing body's liabilities, the CPF's policy is that the valuation funding basis will be used for the termination assessment unless the guarantor informs the CPF otherwise.

The guarantor or successor body will then, following any termination payment made by the exiting employer, subsume the assets and liabilities (and any surplus or deficit) of the employing body within the Fund. (For Admission Bodies, this process is sometimes known as the "novation" of the admission agreement.) This is subject to the agreement of all parties involved (i.e. the Fund, the

exiting employer and the guarantor) who will need to consider any separate agreements that have been put in place between the exiting employer and the guarantor. If all parties do not agree, then the following arrangements will apply:

- In the case of a surplus, the Fund will pay this directly to the exiting employer within 3 months of completion of the cessation assessment by the Actuary (despite any other agreements that may be in place).
- In the case of a deficit, in order to maintain a consistent approach, the Fund will seek to recover this from the exiting employer in the first instance although if this is not possible then the deficit will be recovered from the guarantor either as a further contribution collection or at the next valuation.

The Fund will notify all parties in the event that agreement cannot be reached, however ultimately the Fund will comply with the Regulations and therefore pay any exit credit to the exiting employer. In some instances, the outgoing employer may only be responsible for part of the residual deficit or surplus as per the separate agreement. This would only be taken into account if the Administering Authority is made aware of any such arrangement. For the avoidance of doubt where the outgoing employer is not responsible for any costs under a risk sharing agreement then no exit credit will be paid as per the Regulations.

With regard to subsuming the residual assets and liabilities, this may, if agreed by the successor body, constitute a complete amalgamation of assets and liabilities to the successor body, including any funding deficit on closure. In these circumstances no termination payment will be required from the outgoing employing body itself, as the deficit would be recovered via the successor body's own deficit recovery plan.

If a guarantor unjustifiably deviates from the policy to subsume the residual assets, liabilities and any surplus or deficit, future termination events with regard to the payment of the surplus or deficit will be treated in line with the approach adopted for employers without a guarantor in the Fund (the ongoing valuation basis will still be adopted in this case).

It is possible under certain circumstances that an employer can apply to transfer all assets and current and former members' benefits to another LGPS Fund in England and Wales. In these cases, no termination assessment is required as there will no longer be any orphan liabilities in the CPF. A separate assessment of the assets to be transferred will be required.

## FUTURE TERMINATIONS

In many cases, termination of an employer's participation is an event that can be foreseen, for example, because the organisation's operations may be planned to be discontinued and/or the admission agreement is due to cease. Under the Regulations, in the event of the Administering Authority becoming aware of such circumstances, it can amend an employer's minimum contributions such that the value of the assets of the employing body is neither materially more nor materially less than its anticipated liabilities at the date it appears to the Administering Authority that it will cease to be a participating employer. In this case, employing bodies are encouraged to open a dialogue with the Fund to commence planning for the termination as early as possible. Where termination is disclosed in advance the Fund will operate procedures to reduce the sizeable volatility

risks to the debt amount in the run up to actual termination of participation. The Fund will modify the employing body's approach in any case, where it might materially affect the finances of the Scheme, or depending on any case specific circumstances.

The Fund's standard policy is to recover termination deficits (including interest and expenses) as a one off payment. However, at the discretion of the Administering Authority, the deficit can be recovered over an agreed period as certified by the Actuary. This period will depend on the Administering Authority's view on the covenant of the outgoing employer. In the case of a surplus, the Fund pays the exit credit to the exiting employer following completion of the termination process (within 3 months of completion of the cessation assessment by the Actuary).

### MINIMUM RISK TERMINATION BASIS

The minimum risk financial assumptions that applied at the actuarial valuation date (31 March 2019) are set out below in relation to any liability remaining in the Fund. These will be updated on a case-by-case basis, with reference to prevailing market conditions at the relevant employing body's cessation date.

Minimum risk assumptions	31 March 2019
Discount Rate	1.4% p.a.
CPI price inflation	2.4% p.a.
Pension increases/indexation of CARE benefits	2.4% p.a.

The financial assumptions above are as at 31 March 2019. These assumptions will be reviewed on an ongoing basis to allow for changes in market conditions along with any other structural or legislative changes.

In particular, since the valuation date it has been announced that RPI inflation is likely to be reformed with the reform potentially meaning the index is closer to the CPIH inflation measure. This would need to be reflected when deriving an updated market estimate of CPI inflation.

For example, when assessing a termination position (at February 2020) we will adjust the market RPI inflation to arrive at the CPI inflation assumption by deducting 0.7% per annum as opposed to the 1.0% per annum at the valuation date when assessing an employer's termination position. This adjustment will be kept under review as more details emerge on the reform of RPI.

All demographic assumptions will be the same as those adopted for the 2019 actuarial valuation, except in relation to the life expectancy assumption. Given the minimum risk financial assumptions do not protect against future adverse demographic experience a higher level of prudence will be adopted in the life expectancy assumption. The will be reviewed from time to time to allow for any material changes in life expectancy trends and will be formally reassessed at the next valuation.

The termination basis for an outgoing employer will include an adjustment to the assumption for longevity improvements over time by increasing the long term trend of improvement in mortality rates to 2.25% p.a. from the 1.75% p.a. used in the 2019 valuation for ongoing funding and contribution purposes.

# APPENDIX D – COVENANT ASSESSMENT AND MONITORING POLICY

An employer's covenant underpins its legal obligation and ability to meet its financial responsibilities now and in the future. The strength of covenant depends upon the robustness of the legal agreements in place and the likelihood that the employer can meet them. The covenant effectively underwrites the risks to which the Fund is exposed, including underfunding, longevity, investment and market forces.

An assessment of employer covenant focuses on determining the following:

- > Type of body and its origins
- > Nature and enforceability of legal agreements
- > Whether there is a bond in place and the level of the bond
- > Whether a more accelerated recovery plan should be enforced
- > Whether there is an option to call in contingent assets
- > Is there a need for monitoring of ongoing and termination funding ahead of the next actuarial valuation?

The strength of employer covenant can be subject to substantial variation over relatively short periods of time and, as such, regular monitoring and assessment is vital.

## RISK CRITERIA

The assessment criteria upon which an employer should be reviewed could include:

- Nature and prospects of the employer's industry
- Employer's competitive position and relative size
- Management ability and track record
- Financial policy of the employer
- Profitability, cashflow and financial flexibility
- Employer's credit rating
- Position of the economy as a whole

Not all of the above would be applicable to assessing employer risk within the Fund; rather a proportionate approach to the consideration of the above criteria would be made, with further focus given to the following:

- The scale of obligations to the pension scheme relative to the size of the employer's operating cashflow
- The relative priority placed on the pension scheme compared to corporate finances
- An estimate of the amount which might be available to the scheme on insolvency of the employer as well as the likelihood of that eventuality.

## ASSESSING EMPLOYER COVENANT

The employer covenant will be assessed objectively and its ability to meet their obligations will be viewed in the context of the Fund's exposure to risk and volatility based on publically available information and/or information provided by the employer. The monitoring of covenant strength along with the funding position (including on the termination basis) enables the Fund to anticipate and pre-empt employer funding issues and thus adopt a proactive approach. In order to objectively monitor the strength of an employer's covenant, adjacent to the risk posed to the Fund, a number of fundamental financial metrics will be reviewed to develop an overview of the employer's stability and a rating score will be applied using a Red/Amber/Greed (RAG) rating structure.

In order to accurately monitor employer covenant, it will be necessary for research to be carried out into employers' backgrounds and, in addition, for those employers to be contacted to gather as much information as possible. Focus will be placed on the regular monitoring of employers with a proactive rather than reactive view to mitigating risk.

The covenant assessment will be combined with the funding position to derive an overall risk score. Action will be taken if these metrics meet certain triggers based on funding level, covenant rating and the overall risk score

## FREQUENCY OF MONITORING

The funding position and contribution rate for each employer participating in the Fund will be reviewed as a matter of course with each triennial actuarial valuation. However, it is important that the relative financial strength of employers is reviewed regularly to allow for a thorough assessment of the financial metrics. The funding position will be monitored (including on the termination basis) using an online system provided to officers by the Fund Actuary.

Employers subject to a more detailed review, where a risk criterion is triggered, will be reviewed at least every six months, but more realistically with a quarterly focus.

## COVENANT RISK MANAGEMENT

The focus of the Fund's risk management is the identification and treatment of the risks and it will be a continuous and evolving process which runs throughout the Fund's strategy. Mechanisms that will be explored with certain employers, as necessary, will include but are not limited to the following:

1. Parental Guarantee and/or Indemnifying Bond
2. Transfer to a more prudent actuarial basis and investment strategy (e.g. the termination basis)
3. A higher funding target, shortened recovery periods and increased cash contributions
4. Managed exit strategies
5. Contingent assets and/or other security such as escrow accounts.

# APPENDIX E – INSURANCE ARRANGEMENTS

## OVERVIEW OF ARRANGEMENTS

For certain employers in the Fund, following discussions with the Fund Actuary, a captive ill health insurance arrangement was established by the Administering Authority to cover ill health retirement costs by pooling these risks for eligible employers. The aim of the arrangement is that smaller employers, whose funding position could be significantly affected by the retirement of one or more of their members on the grounds of ill health, pay a premium to the Fund within their future service contribution rate. This has applied to all ill health retirements since 1 April 2017.

## INTERNAL CAPTIVE INSURANCE

The internal captive arrangement operates as follows:

- “Premiums” are paid by the eligible employers into the captive arrangement which is tracked separately by the Fund Actuary in the valuation calculations. The premiums are included in the employer’s primary rate. The premium for 2020/23 is 0.9% of pensionable pay per annum.
- The captive arrangement is then used to meet strain costs (over and above the premium paid) emerging from ill-health retirements in respect of both active and deferred members i.e. so there is no initial impact on the deficit position for employers within the captive.
- The premiums are set with the expectation that they will be sufficient to cover the costs in the 3 years following the valuation date. If any excess premiums over costs are built up in the Captive, these will be used to offset future adverse experience and/or lower premiums at the discretion of the Administering Authority based on the advice of the actuary.
- In the event of poor experience over a valuation period any shortfall in the captive fund is effectively underwritten by the other employers within the Fund. However, the future premiums will be adjusted to recover any shortfall over a reasonable period with a view to keeping premiums as stable as possible for employers. Over time the captive arrangement should therefore be self-funding and smooth out fluctuations in the contribution requirements for those employers in the captive arrangement.
- Premiums payable are subject to review from valuation to valuation depending on experience and the expected ill health trends. They will also be adjusted for any changes in the LGPS benefits. They will be included in employer rates at each valuation or on commencement of participation for new employers.

## EMPLOYERS COVERED BY THE ARRANGEMENT

Those employers (both existing and new) that will generally be included in the captive are:

- Community related Admitted Bodies
- Town and Community Councils

These employers have been notified of their participation. New employers entering the Fund who fall into the categories above will also be included. At the discretion of the Administering Authority and where it is felt to be beneficial to the long term covenant and financial health of an employer, specific employers (outside of the categories listed above) may be included within the captive arrangement. In addition, the Administering Authority has the ability to exclude any employer in order to manage employer risk within the Fund.

The Fund and the Actuary will monitor the number of retirements that each captive employer is granting over time. If any employer has an unusually high incidence of ill health retirements, consideration will be given to the governance around the eligibility criteria applied by the employer and it is possible that some or all of the costs would fall on that employer if the governance was not deemed strong enough.

For all other employers who do not form part of the captive arrangement, the current treatment of ill-health retirements will still apply. The Fund therefore continues to monitor ill-health retirement strain costs incurred in line with the allowance made in the actuarial assumptions. Once the allowance is exceeded, any excess costs would be recovered from the employer. This would normally be at the next valuation but could be at an earlier review of the contributions due, including on termination of participation.

# APPENDIX F - GLOSSARY

**ACTUARIAL VALUATION:** an investigation by an actuary into the ability of the Fund to meet its liabilities. For the LGPS the Fund Actuary will assess the funding level of each participating employer and agree contribution rates with the administering authority to fund the cost of new benefits and make good any existing deficits as set out in the separate Funding Strategy Statement. The asset value is based on market values at the valuation date.

**ADMINISTERING AUTHORITY:** the council with a statutory responsibility for running the Fund and that is responsible for all aspects of its management and operation.

**ADMISSION BODIES:** A specific type of employer under the Local Government Pension Scheme (LGPS) who do not automatically qualify for participation in the Fund but are allowed to join if they satisfy the relevant criteria set out in the Regulations.

**BENCHMARK:** a measure against which fund performance is to be judged.

**BEST ESTIMATE ASSUMPTION:** an assumption where the outcome has a 50/50 chance of being achieved.

**BONDS:** loans made to an issuer (often a government or a company) which undertakes to repay the loan at an agreed later date. The term refers generically to corporate bonds or government bonds (gilts).

**CAREER AVERAGE REVALUED EARNINGS SCHEME (CARE):** with effect from 1 April 2014, benefits accrued by members in the LGPS take the form of CARE benefits. Every year members will accrue a pension benefit equivalent to 1/49th of their pensionable pay in that year. Each annual pension accrued receives inflationary increases (in line with the annual change in the Consumer Prices Index) over the period to retirement.

**MINIMUM RISK BASIS:** an approach where the discount rate used to assess the liabilities is determined based on the market yields of Government bond investments based on the appropriate duration of the liabilities being assessed. This is usually adopted when an employer is exiting the Fund.

**CPI:** acronym standing for "Consumer Prices Index". CPI is a measure of inflation with a basket of goods that is assessed on an annual basis. The reference goods and services differ from those of RPI. These goods are expected to provide lower, less volatile inflation increases. Pension increases in the LGPS are linked to the annual change in CPI.

**COVENANT:** the assessed financial strength of the employer. A strong covenant indicates a greater ability (and willingness) to pay for pension obligations in the long run. A weaker covenant means that it appears that the employer may have difficulties meeting its pension obligations in full over the longer term or affordability constraints in the short term.

**DEFICIT:** the extent to which the value of the Fund's past service liabilities exceeds the value of the Fund's assets. This relates to assets and liabilities built up to date, and ignores the future build-up of pension (which in effect is assumed to be met by future contributions).

**DEFICIT RECOVERY PERIOD:** the target length of time over which the current deficit is intended to be paid off. A shorter period will give rise to a higher annual contribution, and vice versa.

**DISCOUNT RATE:** the rate of interest used to convert a cash amount e.g. future benefit payments occurring in the future to a present value i.e. the liabilities. A higher discount means lower liabilities and vice versa.

**EMPLOYER'S FUTURE SERVICE CONTRIBUTION RATE ("PRIMARY RATE"):** the contribution rate payable by an employer, expressed as a % of pensionable pay, as being sufficient to meet the cost of new benefits being accrued by active members in the future. The cost will be net of employee contributions and will include an allowance for the expected level of administrative expenses.

**EMPLOYING BODIES:** any organisation that participates in the LGPS, including admission bodies and scheme employers.

**EQUITIES:** shares in a company which are bought and sold on a stock exchange.

**EQUITY PROTECTION:** an insurance contract which provides protection against falls in equity markets. Depending on the pricing structure, this may be financed by giving up some of the upside potential in equity market gains.

**EXIT CREDIT:** the amount payable from the Fund to an exiting employer in the case where the exiting employer is determined to be in surplus at the point of cessation based on a termination assessment by the Fund Actuary.

**FLIGHTPATH:** a framework that defines a de-risking process whereby exposure to growth assets is reduced as and when it is affordable to do so i.e. when "triggers" are hit, whilst still expecting to achieve the overall funding target.

**FUNDING OR SOLVENCY LEVEL:** the ratio of the value of the Fund's assets and the value of the Fund's liabilities expressed as a percentage.

**FUNDING STRATEGY STATEMENT:** This is a key governance document that outlines how the administering authority will manage employer's contributions and risks to the Fund.

**GOVERNMENT ACTUARY'S DEPARTMENT ("GAD"):** the GAD is responsible for providing actuarial advice to public sector clients. GAD is a non-ministerial department of HM Treasury.

**GUARANTEE / GUARANTOR:** a formal promise by a third party (the guarantor) that it will meet any pension obligations not met by a specified employer. The presence of a guarantor will mean, for instance, that the Fund can consider the employer's covenant to be as strong as its guarantor's.

**HEDGING:** a strategy that aims to reduce funding volatility. This is achieved by investing in assets that capture levels of yields based on agreed trigger levels so the assets mimic the change in liabilities.

**HEDGE RATIO:** The level of hedging in place as a percentage of the liabilities. This can be in relation to interest rates, inflation rates or real rates of return.

**ILL HEALTH CAPTIVE:** this is a notional fund designed to immunise certain employers against excessive ill health costs in return for an agreed insurance premium.

**INVESTMENT STRATEGY:** the long-term distribution of assets among various asset classes that takes into account the Funds objectives and attitude to risk.

**LETTING EMPLOYER:** an employer that outsources part of its services/workforce to another employer, usually a contractor. The contractor will pay towards the LGPS benefits accrued by the transferring members, but ultimately the obligation to pay for these benefits will revert to the letting employer.

**LIABILITIES:** the actuarially calculated present value of all benefit entitlements i.e. scheme cashflows of all members of the Fund, built up to date or in the future. The liabilities in relation to the benefit entitlements earned up to the valuation date are compared with the present market value of Fund assets to derive the deficit and funding/solvency level. Liabilities can be assessed on different set of actuarial assumptions depending on the purpose of the valuation.

**LGPS:** the Local Government Pension Scheme, a public sector pension arrangement put in place via Government Regulations, for workers in local government. These Regulations also dictate eligibility (particularly for Scheduled Bodies), members' contribution rates, benefit calculations and certain governance requirements.

**MATURITY:** a general term to describe a Fund (or an employer's position within a Fund) where the members are closer to retirement (or more of them already retired) and the investment time horizon is shorter. This has implications for investment strategy and, consequently, funding strategy.

**MEMBERS:** The individuals who have built up (and may still be building up) entitlement in the Fund. They are divided into actives (current employee members), deferreds (ex-employees who have not yet retired) and pensioners (ex-employees who have now retired, and dependants of deceased ex-employees).

**MINIMUM RISK FUNDING BASIS:** more cautious funding basis than the existing valuation basis. The relevant discount rate used for valuing the present value of liabilities is based on the yields from Government Bonds or Swaps.

**ORPHAN LIABILITIES:** liabilities in the Fund for which there is no sponsoring employer within the Fund. Ultimately orphan liabilities must be underwritten by all other employers in the Fund.

**PERCENTILES:** relative ranking (in hundredths) of a particular range. For example, in terms of expected returns a percentile ranking of 75 indicates that in 25% of cases, the return achieved would be greater than the figure, and in 75% cases the return would be lower.

**PHASING/STEPPING OF CONTRIBUTIONS:** when there is an increase/decrease in an employer's long term contribution requirements, the increase in contributions can be gradually stepped or phased in over an agreed period. The phasing/stepping can be in equal steps or on a bespoke basis for each employer.

**POOLING:** employers may be grouped together for the purpose of calculating contribution rates, (i.e. a single contribution rate applicable to all employers in the pool). A pool may still require each individual employer to ultimately pay for its own share of deficit, or (if formally agreed) it may allow deficits to be passed from one employer to another.

**PREPAYMENT:** the payment by employers of contributions to the Fund earlier than that certified by the Actuary. The amount paid will be reduced in monetary terms compared to the certified amount to reflect the early payment.

**PRESENT VALUE:** the value of projected benefit payments, discounted back to the valuation date.

**PROFILE:** the profile of an employer's membership or liability reflects various measurements of that employer's members, i.e. current and former employees. This includes: the proportions which are active, deferred or pensioner; the average ages of each category; the varying salary or pension levels; the lengths of service of active members vs their salary levels, etc.

**PRUDENT ASSUMPTION:** an assumption where the outcome has a greater than 50/50 chance of being achieved i.e. the outcome is more likely to be overstated than understated. Legislation and Guidance requires the assumptions adopted for an actuarial valuation to be prudent.

**RATES AND ADJUSTMENTS CERTIFICATE:** a formal document required by the LGPS Regulations, which must be updated at least every three years at the conclusion of the formal valuation. This is completed by the actuary and confirms the contributions to be paid by each employer (or pool of employers) in the Fund for the three year period until the next valuation is completed.

**REAL RETURN OR REAL DISCOUNT RATE:** a rate of return or discount rate net of (CPI) inflation.

**RECOVERY PLAN:** a strategy by which an employer will make up a funding deficit over a specified period of time ("the recovery period"), as set out in the Funding Strategy Statement.

**SCHEDULED BODIES:** types of employer explicitly defined in the LGPS Regulations, whose employers must be offered membership of their local LGPS Fund. These include Councils, colleges, universities, police and fire authorities etc, other than employees who have entitlement to a different public sector pension scheme (e.g. teachers, police and fire officers, university lecturers).

**SCHEME EMPLOYERS:** employers that have the statutory right to participate in the LGPS. These organisations (set out in Part 1 of Schedule 2 of the 2013 Regulations) would not need to designate eligibility, unlike the Part 2 Scheme Employers.

**SECTION 13 VALUATION:** in accordance with Section 13 of the Public Service Pensions Act 2014, the Government Actuary's Department (GAD) have been commissioned to advise the Department for Communities and Local Government (DCLG) in connection with reviewing the 2019 LGPS actuarial valuations. All LGPS Funds therefore will be assessed on a standardised set of assumptions as part of this process.

**SOLVENCY FUNDING TARGET:** an assessment of the present value of benefits to be paid in the future. The desired funding target is to achieve a solvency level of a 100% i.e. assets equal to the accrued liabilities at the valuation date assessed on the ongoing concern basis.

**VALUATION FUNDING BASIS:** the financial and demographic assumptions used to determine the employer's contribution requirements. The relevant discount rate used for valuing the present value of liabilities is consistent with an expected rate of return of the Fund's investments. This includes an expected out-performance over gilts in the long-term from other asset classes, held by the Fund.

**50/50 SCHEME:** in the LGPS, active members are given the option of accruing a lower personal benefit in the 50/50 Scheme, in return for paying a lower level of contribution.

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 7



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 13 <sup>th</sup> February 2020
<b>Report Subject</b>	Quarter 3 Council Plan 2019/20 Monitoring Report
<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 2019/20 was adopted by the Council in June 2019. This report presents a summary of the monitoring of progress for the quarter three (October – December 2019) position of 2019/20.

This second monitoring report for the 2019/20 Council Plan is a positive report, with 89% of activities being assessed as making good progress, and 89% likely to achieve the desired outcome. In addition, 81% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (18%).

### RECOMMENDATIONS

1.	To note and endorse: <ul style="list-style-type: none"><li>• The overall levels of progress and confidence in the achievement of activities within the Council Plan</li><li>• The overall performance against Council Plan performance indicators</li><li>• The current risk levels within the Council Plan.</li></ul>
2.	To be assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

## REPORT DETAILS

1.00	<b>EXPLAINING THE COUNCIL PLAN 2019/20 Q3 MONITORING REPORT</b>
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2019/20 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	This report is an exception-based report and concentrates on under-performance.
1.03	<p><b>Monitoring Activities</b></p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. ‘Progress’ shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> <li>• RED: Limited Progress – delay in scheduled activity and, 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 and on track</li> </ul> <p>A RAG status is also given for the assessment of our current level of confidence in achieving the ‘outcome(s)’ in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> <li>• RED: Low – lower level of confidence in the achievement of the outcome(s) in-year</li> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s) in-year</li> </ul>
1.04	<p>In summary our overall progress against activities is:</p> <p><b>Progress</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 140 (89%).</li> <li>• We are making satisfactory (amber) progress in 17 (11%).</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 140 (89%) outcomes.</li> <li>• We have a medium (amber) level of confidence in the achievement of 17 (11%) outcomes.</li> <li>• No activities have a low (red) level of confidence in their outcome achievement.</li> </ul>

1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> <li>• RED - under-performance against target.</li> <li>• AMBER - where improvement may have been made but performance has missed the target.</li> <li>• GREEN - positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> <li>• 43 (81%) have achieved a green RAG status</li> <li>• 6 (11%) have an amber RAG status</li> <li>• 4 (8%) have a red RAG status</li> </ul>
1.07	<p>The performance indicators (PIs) which show a red RAG status for current performance against target, relevant to the Corporate Resources Overview &amp; Scrutiny Committee are:</p> <p><b>Priority: Serving Council</b>  <b>Percentage of permanent employees who have left within first year of employment</b></p> <p>Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.</p> <p><b>The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence</b></p> <p>The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.</p>
1.08	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 3 (5.8%) are insignificant (green)</li> <li>• 6 (11%) are minor (yellow)</li> <li>• 37 (71.2%) are moderate (amber)</li> <li>• 6 (11.5%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>

1.09 The Council Plan has a total of 52 risks which have been assessed as shown in Table 1. The initial status of risk is assessed when the risk is first identified without any mitigating controls. The current assessment shows the latest status of the risk.

Table 1: Risk movement

Net risk status	Initial Assessment	Current Assessment
<b>Insignificant: (green)</b>	0	3 (5.8%)
<b>Minor: (yellow)</b>	2 (4%)	6 (11.5%)
<b>Moderate: (amber)</b>	33 (63%)	37(71.2%)
<b>Major : (red)</b>	17 (33%)	6(11.5%)
<b>Severe: (black)</b>	0	0
<b>Total</b>	52	52

1.10 The major (red) risks, relevant to the Corporate Resources Overview & Scrutiny Committee are: -

**Priority: Serving Council**

**Risk: The scale of the financial challenge**

Council considered the updated financial position for 2020/21 on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.

**Priority: Serving Council**

**Fully funding demand led services and inflationary pressures**

The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 4.3%.

The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in-year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures.

The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February 2020. The settlement represents a cash increase of £10.4m for 2020/21

however once funding for new responsibilities for teachers pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in-year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures.

The final settlement is due to be received 25th February 2020

**Priority: Serving Council  
Meeting Internal Targets**

The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in year efficiencies were reported to be 91% achievable against the target.

Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS.

Programme Boards receive an update on the financial position for the portfolio at each meeting.

The M8 revenue monitoring report is reporting that 91% of the in year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

**Priority: Serving Council  
Increasing costs of service delivery and rising demand for some services**

The Council monitors the cost of service delivery through revenue monthly monitoring with service managers. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February.

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

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.10 above.
3.02	Overview & scrutiny committees are following through areas of risk concern within their forward work programmes.

3.04	<b>Ways of Working (Sustainable Development) Principles Impact</b>									
	<table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout all of the quarter three Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table>	Long-term	Throughout all of the quarter three Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).	Prevention	Integration	Collaboration	Involvement			
Long-term	Throughout all of the quarter three Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).									
Prevention										
Integration										
Collaboration										
Involvement										
<b>Well-being Goals Impact</b>										
<table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the quarter three Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>			Prosperous Wales	Throughout the quarter three Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
Prosperous Wales	Throughout the quarter three Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.									
Resilient Wales										
Healthier Wales										
More equal Wales										
Cohesive Wales										
Vibrant Wales										
Globally responsible Wales										
<b>Council's Well-being Objectives</b>										
The Council's wellbeing objectives will be included in the Annual Report for 2019/20.										

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Council Plan 2019/20 – Quarter 3 Monitoring Report

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Council Plan 2019/20.</p> <p><a href="https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx">https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx</a></p>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer  <b>Telephone:</b> 01352 702740  <b>E-mail:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.

**Risks:** These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

**Risk Likelihood and Impact Matrix**

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					

8.02	<b>CAMMS – An explanation of the report headings</b>
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**Actions**

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – 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.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - 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.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

## **Measures (Key Performance Indicators - KPIs)**

Pre. Year Period Actual – 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'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – 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.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- 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).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – 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).

## **Risks**

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – 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).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).

Risk Status – 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.



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# Performance Progress Report

Flintshire County Council

Tudalen 81



*Print Date: 28-Jan-2020*

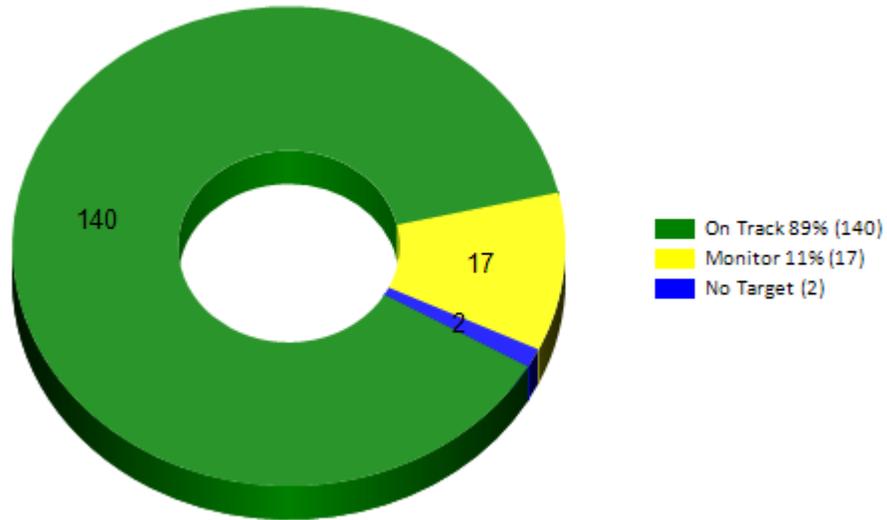
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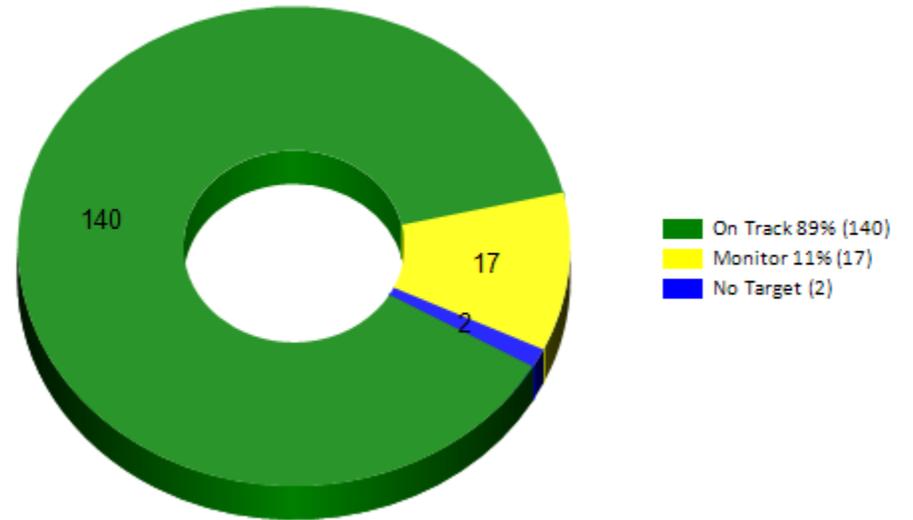
# Progress Charts

Tudalen 83

### Action Progress RAG Status

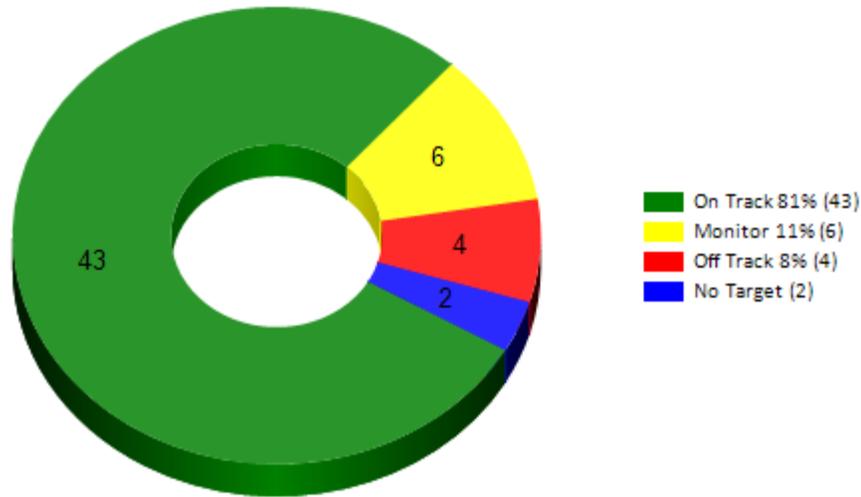


### Action Outcome RAG Status

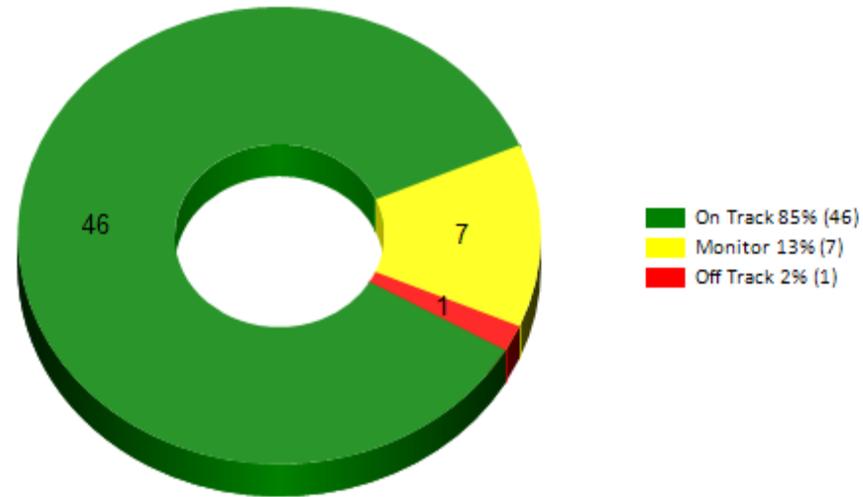


'No Target' for Action Progress and Action Outcome denotes Action has not started.

KPI Progress RAG Status

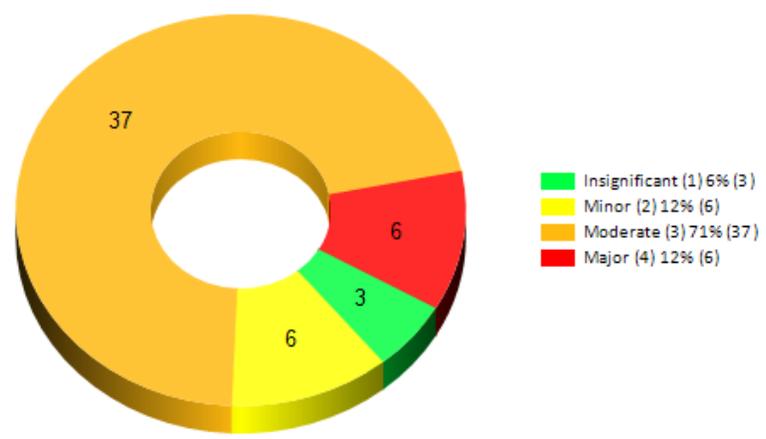


KPI Outcome RAG Status



'No Target' for KPI denotes this is a new KPI and a baseline year is being established

Current Risk Status



# Caring Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Plas Yr Yrwn is due to open in February 2020. Apartments are being allocated and residents will be moving in over a period of eight weeks, with the facility being fully operational by the end of March 2020.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Further discussions have not identified an appropriate site to develop as yet.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. The Foundation Economy Grant Application to bring in further support for the development of the Quality Framework has been approved. We have had an initial meeting with Care Inspectorate Wales regarding the Quality Framework, and have arranged subsequent meetings to draft tools that meet the needs of all stakeholders.</p> <p>Last Updated: 23-Dec-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the start-up and development of new Microcare services	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business start-up. The grant has now been approved, and it has been agreed that we will offer £1,000 seed funding per care-based microcarer, and £500 seed funding per well-being microcarer. We have three organisations interested in the microcare concept in Flintshire, and eight individuals.</p> <p>Last Updated: 23-Dec-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 (CP) Recruitment of Microcare Development Officer	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. Following success of the recent training, we have internally recruited four non-traditional care workers as a direct result of the value based recruitment programme. We are holding a second round of training in Quarter 4, and this is specifically targeted at the independent care providers to help support their recruitment challenges.</p> <p>Last Updated: 23-Dec-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access (SPOA).	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs. The number of referrals from GPs is continuing to increase; the next data will be collected in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Three in house, three Extra Care and three independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool from January 2020.</p> <p>Last Updated: 10-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The North Wales fee setting group have agreed the model for fee setting, and draft percentage uplift figures have been produced. These may alter as a result of a February budget, but we will take this into account if necessary. Providers have been consulted with the proposed 2020/21 uplifts, and we look to confirm the figure in Quarter 4.</p> <p>Last Updated: 23-Dec-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The digital map is in place, and being used actively to broker packages of care across the County.</p> <p>Last Updated: 09-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Following Planning Committee approval in January 2020, the extension of Marleyfield House is on track to be in contract by March 2020. Construction is due to start in April 2020, with a view to being operational by April 2021.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Individuals are now able to complete an initial assessment online to determine their eligibility for care funding.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	85.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Solid progress is being made against the 13 actions set in the Placement Strategy. Five actions have been fully implemented with good progress in delivering the remaining eight actions.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            The Regional Market Positioning Statement for children and young people in residential care, fostering and secure accommodation seeks to realign current independent provision to meet the needs of looked after children in North Wales. The Statement was formerly launched at the National Social Care Conference on 11 September 2019.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            A model for a sub regional approach has been agreed, including the intensive therapeutic model provided with BCUHB for children at risk of placement breakdown or those at risk of entering the care system. A training plan will be developed and core components delivered by March 2020.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, and Trafficking (MET) Panel.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A full business case including market research, financial forecasting and service sustainability has been developed and submitted as an Invest to Save project. Funding has been awarded and the recruitment process has started.  Last Updated: 17-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. Initial recruitment processes were not successful. Gwynedd have identified a solution for the Region and will be hosting this arrangement which will bring additional capacity to drive forward regional approaches to Fostering.  Last Updated: 22-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  A strategic approach to supporting children on the edge of care, safely, and appropriately, reducing the number of known children in the care system, and improving outcomes for our looked after children has been agreed. Quarterly reporting on progress will be undertaken to measure progress and impact.</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  Specific actions for delivery in 2019/20 were endorsed by the Joint Education &amp; Youth and Social &amp; Health Care Overview &amp; Scrutiny Committee. A report summarising progress against all 20 actions was presented to Social Services Programme Board, and to our Children's Services Forum, in November 2019. The report identified positive progress with actions to be taken forward in six areas in early 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. Bids from potential providers have been received and considered, with a view to achieving operational projects by March 2021..</p> <p>Last Updated: 08-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The Glanrafon Centre in Deeside has been identified as a potential site for this provision to be relocated. Feasibility works have been undertaken and the site is suitable both in terms of location and facilities within the building. A planning application has been submitted for change in use. Alongside this a specialist provider has been identified to manage the facility and ensure that all service users that access this are provided with support in terms of benefits, housing and well-being.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. This provision has worked well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours. The employee undertaking this work has however given notice to terminate the position and with the end of contract date being March 20 it is unlikely this post will be successfully recruited into during this timeframe. In running this pilot contract there have been some issues identified with resilience of the service in terms of covering absences and leave with this being a stand alone post. The service is reviewing this provision and currently investigating options to align this service to an existing contract to ensure it is robust and resilient moving forward. The Housing Solutions Service will continue to monitor and react to all rough sleeper reports during this time.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            Scoping work continues to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed. An initial site where it was deemed there was good practice has been visited and a further visit with Senior Officers is to be progressed. This piece of work will inform the future commissioning of The Council's provision for young people through its Housing Support Grant in 2020/21.</p> <p>Last Updated: 13-Jan-2020</p>							

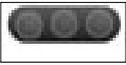
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            We have completed a pilot scheme that looked into a number of concepts and models of delivery. This has led to the recruitment of two Housing First Officers who will start their new roles in January 2020.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>  HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event was held in November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. The aim of this event was to help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants. Unfortunately the event was not well attended and HAWS are currently developing an online survey to identify if there is an increase in engagement via this method.</p> <p>Last Updated: 13-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by December 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by December 2020. Work is currently focused upon external envelope work.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget.  Last Updated: 24-Dec-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Melville Evans - Senior Manager - Housing Programmes	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<b>ACTION PROGRESS COMMENTS:</b> The Housing Strategy has now been adopted by the Council, following endorsement from Cabinet in October 2019. Work to deliver on actions set out in the strategy will now be delivered. There are a large number of activities, some of which are cross cutting with other Council services, and these need to be developed through the setting up of suitable task and finish groups.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure.  Last Updated: 03-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Ongoing negotiations with developers as an when planning applications are submitted to ensure the Council maximise the provision of affordable housing.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are currently on target to deliver 70 new social units of accommodation through our partner Registered Social Landlords (RSL) this year. This has reduced from the last quarter due to a housing association not meeting it's target.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire.  Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions which include the Supporting People Team and Housing Solutions Team.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.</p> <p>Last Updated: 17-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Cheryl Marland - Housing Access and Sarth Team Leader	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The specialist housing register currently has 49 applicants of which 42 require specialist adapted properties and seven require large properties. At the end of quarter three, two households from the specialist housing register were successfully rehoused into suitable accommodation. The SARTH partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to “connect everyone with good fresh food”. A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as: • Domiciliary care and linking food provision with care services. • Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families. • To link in with services which support residents and embed support around food provision within those services. • To use food provision as a catalyst to begin to tackle loneliness and isolation. This work is progressing well and is in the final stages of implementation.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2020 and beyond.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Continued installation of air source heat pumps (air to water) systems in public and private properties identified as fuel poor households through Warm Homes Fund.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> New group arrangements are in place involving the key stakeholders for delivering anti-poverty programmes and welfare reforms and the offer of appropriate services that meet need. Terms of Reference and Membership have been updated. Mapping and assessment are ongoing and aligning with the Funding Flexibilities and Early Years Pathfinder projects. Group arrangements continue to be refined, including governance, structure (systems and services), trigger points, and data and gap analysis. This will continue to progress during quarter four to maximise resources around 'what matters' conversations and delivery.  Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A number of programmes and services have been identified as services or agencies working towards reducing the level of child poverty. Welsh Government are conducting a national review of programmes commencing Jan 2020, and this will align with other work including the funding flexibilities, early intervention and prevention approach. The Flintshire Tackling Poverty Partnership meets twice a year with the Denbighshire Partnership. There has been a change in Chair, revised Terms of Reference; a review of Membership and the development of a forward work plan including mapping.  Last Updated: 09-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            As at 31 December 2019: 925 children were participating in the offer. 165 providers received funding for children. The Small Grants opened in September 2019 and have had three panels between September and January with a total of approx. £350,000 expenditure. No further small grants will be allocated during 2019-20. This will leave £150k remaining for 2020/21. Uptake of Childcare places has exceeded expectations, with a successful request to Welsh Government for an increase in the Grant. Flintshire has an agreement in place with the cross border English Counties. Bids against the Capital Grant were successful. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants. There are challenges around the Capital Framework and we are using the Education Framework, which is proving costly. Alternative options are currently being considered.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There is now access to sanitary products in all schools and youth clubs.</p> <p>Last Updated: 17-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Residents are continuing to be supported to sustain their tenancies through the continued deployment of Mobyssoft 'Rent Sense' module, changes in working practices, better target of resources, all of which are aimed to a process of early interventions to assist tenants in need of help. The service is also taking recovery action quickly (and for lower amounts) against tenants who fail to engage or pay in an effort to prevent arrears from increasing to unmanageable levels. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears have stabilised and are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments. The number of evictions carried out up to quarter three is 16 and the year-end position is likely to demonstrate a significant reduction in eviction rates, especially compared to the 30 evictions undertaken in the previous year. The reduction in evictions are projected to fall by around 30% compared to the previous year and is being achieved through the combination of control measures.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Governance arrangements are fully operational, with quarterly progress reports submitted to Welsh Government. Work has commenced to develop a local outcomes framework to support programme delivery in 2020/2021.

Last Updated: 10-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            A review has been undertaken looking at: population demand and supply pressures, gaps in service responses and opportunities to develop services under the Funding Flexibilities initiative. A report has been presented to Chief Officers on 14 January 2020 to demonstrate significant progress and positive working, alongside options to inform the development of streamlined services and new approaches.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance of the Flexible Funding Programme and how it protects the most vulnerable people in our communities by using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            A new national outcome framework is awaited from Welsh Government. Once this is shared, national and local performance measures will be developed which will evidence how well the Flexible Funding Programme protects the most vulnerable people in our communities. The local leadership team are currently working on a local outcomes framework, as the national framework has been delayed.</p> <p>Last Updated: 17-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Last Updated: 24-Jan-2020</p>							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	9	9	 GREEN	N/A	9	9	 GREEN
<p><b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> There are three in house, three independent sector and three extra care domiciliary providers working towards the silver standard in Progress for Providers.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	No Data	100	90	 GREEN	N/A	100	90	 GREEN
<p><b>Lead Officer:</b> Jacque Slee - Team Manager Performance  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day. 153 urgent requests were completed within one day.</p> <p>Last Updated: 09-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	No Data	100	80		N/A	100	80	
<p><b>Lead Officer:</b> Jacque Slee - Team Manager Performance  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> The National standard for the provision of equipment requests within 7 days is 80%. 5423 routine requests were delivered in quarter three.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	90	70		N/A	90	70	
<p><b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> The National standard for the reuse of equipment is 70%. In quarter three, 5253 items were returned for recycling.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	96.58	No Data	78		N/A	96.66	78	
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Awaiting quarter three data from Children's Services - by end of January.</p> <p>Last Updated: 17-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	92.22	89		N/A	92.22	89	

**Lead Officer:** Jane M Davies - Senior Manager, Safeguarding & Commissioning

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

**Progress Comment:** The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	83.33	80		N/A	83.33	80	

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

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

**Progress Comment:** Five out of six pre-birth assessments were completed within timescales. One was out of timescales due to the late presentation of the mother.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	No Data	100	0		N/A	100	0	

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

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

**Progress Comment:** All 22 of the children who were reported missing had a return interview. This is a baseline year and no target has been set.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	97.12	99.24	98	 GREEN	↑	99.24	98	 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>Aspirational Target:</b>  <b>Progress Comment:</b> One young person's review was held outside timescales due to the Christmas shut down (due on 25/12/2019, held on 07/01/2020).</p> <p>Last Updated: 29-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	92.5	80	95	 RED	↓	80	95	 AMBER
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 11 siblings from two families had their conferences delayed to achieve quoracy with partner agencies over the Christmas and New Year period. Both family conferences were held in early January. Whilst every effort is made to convene conferences within timescales, we acknowledge that even if we achieve 100% compliance in quarter four, we will not hit the annual target of 95%, and therefore the outcome RAG has been set at Amber for this measure.</p> <p>Last Updated: 29-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	13	7		N/A	13	7	
<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> In quarter three we completed approvals for one general fostering carer, one respite carer, and two connected person carers, giving a total of 13 new approvals so far this year.</p> <p>Last Updated: 24-Jan-2020</p>								

Tudalenn 10	KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
	CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	66	70		N/A	248	210	
<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> There were 66 referrals to the Family Group Meeting Service in quarter three. This is below the quarterly target of 70, however we exceeded target in the last two quarters and are well on track to meet the annual target by the end of March.</p> <p>Last Updated: 24-Jan-2020</p>									

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	No Data	3	1	 GREEN	N/A	3	1	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults  
**Reporting Officer:** Jacque Slee - Team Manager Performance  
**Aspirational Target:**  
**Progress Comment:** Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.

Last Updated: 29-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	 GREEN	N/A	9	0	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults  
**Reporting Officer:** Jacque Slee - Team Manager Performance  
**Progress Comment:** Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 08-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	52	50		N/A	52	50	
<p><b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 218 people with a learning disability attended other day services in the County.</p> <p>Last Updated: 08-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	0	0		N/A	0	0	
<p><b>Lead Officer:</b> Jenni Griffiths - Homeless and Advice Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.</p> <p>This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in quarter four to establish if there is an increase in engagement via this method.</p> <p>Last Updated: 22-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	0	0		N/A	1	0	

**Lead Officer:** Jenni Griffiths - Homeless and Advice Manager  
**Reporting Officer:** Denise Naylor - Housing Programmes Support Manager  
**Progress Comment:** HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.  
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in Quarter Four to establish if there is an increase in engagement via this method.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.97	77.46	85			79.73	85	

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets  
**Reporting Officer:** Jenni Griffiths - Homeless and Advice Manager  
**Progress Comment:** The percentage of households in the quarter where homelessness was prevented. The end of quarter three position is below the target set at 85% but within the variance set.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	118.42	100	 GREEN	N/A	109.89	100	 GREEN
<p><b>Lead Officer:</b> Sean O'Donnell - Contract Surveyor  <b>Reporting Officer:</b> Denise Price - Business Performance Manager  <b>Progress Comment:</b> We are currently ahead of programme on a number of workstreams due to the good weather and early engagement with our tenants.</p> <p>Last Updated: 24-Dec-2019</p>								

Tudalen 11	KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02	Tenant satisfaction level	No Data	96.86	95	 GREEN	N/A	96.86	95	 AMBER
<p><b>Lead Officer:</b> Sean O'Donnell - Contract Surveyor  <b>Reporting Officer:</b> Denise Price - Business Performance Manager  <b>Progress Comment:</b> Our engagement with our Contractors and the performance reports that were shared during our Contractor Progress meetings, highlighted the requirement for our Contractors and other companies that had been procured to ensure that each were showing their ID at all times to our tenants. The low scores in quarter one and quarter two were as a result of Contractors not identifying themselves correctly to our tenants along with delays in some of the works that were being delivered. We are pleased with the results and with the actions undertaken by our Contractors to address these issues.</p> <p>Last Updated: 10-Jan-2020</p>									

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	298.46	237.82	247			237.82	247	
<p><b>Lead Officer:</b> Rafaela Rice - Disabled Facilities Manager  <b>Reporting Officer:</b> Jen Griffiths - Benefits Manager  <b>Progress Comment:</b> 942 children accessed the childcare offer in quarter three.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	1027	750			1027	750	
<p><b>Lead Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Reporting Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration  <b>Progress Comment:</b> This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties. Although the KPI target for the period has not been reached the overall yearly target has already been achieved and therefore the end of year performance will exceed the target set.</p> <p>Last Updated: 22-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	1214	750		N/A	1214	750	
<p><b>Lead Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Reporting Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration  <b>Progress Comment:</b> Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes. Although the target for the period has not been met the overall yearly target has already been exceeded.</p> <p>Last Updated: 22-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	No Data	942	625		N/A	2240	1875	
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 942 children accessed the childcare offer in quarter three.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M02 Number of childcare providers	No Data	168	0		N/A	168	0	
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Number of childcare providers in the same period – 168 providers took part</p> <p>Last Updated: 14-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	100	75		N/A	100	75	
<p><b>Lead Officer:</b> Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding  <b>Reporting Officer:</b> Kim Brookes - Senior Manager - Business Change and Support  <b>Progress Comment:</b> All primary schools have received a delivery of sanitary products in quarter three. This is in addition to deliveries to all secondary schools. Both primary and secondary schools received a variety of products including reusable products.</p> <p>Last Updated: 23-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	No Data	100	100		N/A	100	100	
<p><b>Lead Officer:</b> Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding  <b>Reporting Officer:</b> Kim Brookes - Senior Manager - Business Change and Support  <b>Progress Comment:</b> All Flintshire youth clubs have been provided with a variety of sanitary products during quarter three.</p> <p>Last Updated: 23-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100		N/A	100	100	
<p><b>Lead Officer:</b> Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding  <b>Reporting Officer:</b> Kim Brookes - Senior Manager - Business Change and Support  <b>Progress Comment:</b> All Flintshire Food banks have been provided with a variety of sanitary products during quarter three.</p> <p>Last Updated: 23-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.48	16.1	20			17.36	20	

**Lead Officer:** Jen Griffiths - Benefits Manager  
**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  
**Progress Comment:** The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.  
 Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	9.38	5.01	8			5.01	8	

**Lead Officer:** Jen Griffiths - Benefits Manager  
**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  
**Progress Comment:** The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.  
 Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	55	65	 RED	N/A	96	195	 GREEN
<p><b>Lead Officer:</b> Sharon Jones - Communities For work  <b>Reporting Officer:</b> Lynne Fensome - Management and Support Manager  <b>Progress Comment:</b> Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Last Updated: 24-Jan-2020</p>								

## 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 Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager				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> 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 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><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 authority for help has decreased slightly this quarter and requires close monitoring. 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 commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. Alternative provision has been a service priority in quarter three and will be operational in Feb 2020.</p> <p>Last Updated: 14-Jan-2020</p>						

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></p> <ul style="list-style-type: none"> <li>i) Increase in homelessness</li> <li>ii) Increased pressure on the Housing Options Team</li> <li>iii) Increase in people sleeping rough</li> </ul> <p><b>Management Controls:</b></p> <p>Housing Strategy and Action Plan 2019 - 24 approved by Cabinet and now operational to monitor and manage Section 106 and Social Housing Grant programmes. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.</p> <p><b>Progress Comment:</b></p> <p>This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.</p> <p>In this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up.</p> <p>The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme.</p> <p>In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.</p> <p>In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by April 2020.</p> <p>Last Updated: 10-Jan-2020</p>						

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	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager				Closed

**Potential Effect:**

Increased homelessness

**Management Controls:**

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.

**Progress Comment:**

This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.

Last Updated: 02-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed

**Potential Effect:**

- i) Reduction in number of units delivered

**Management Controls:**

On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase. Introduction of a North Wales Construction Framework.

**Progress Comment:**

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. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 10-Jan-2020

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				Closed
<p><b>Potential Effect:</b> A reduction in the construction and delivery of Council houses</p> <p><b>Management Controls:</b></p> <ul style="list-style-type: none"> <li>i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes.</li> <li>ii) Lobby Welsh Government to remove borrowing limits following removal in England</li> <li>iii) Seek increase in borrowing cap with the UK Government through the Growth Deal</li> </ul> <p><b>Progress Comment:</b> This is no longer considered to be a risk as 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: 10-Jan-2020</p>						

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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				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></p> <ol style="list-style-type: none"> <li>I. Monitoring and management of adaptation cases</li> <li>II. Ongoing process review</li> <li>III. Continually seek ways to further increase cost-efficiency</li> <li>IV. Increase in budget allocation to meet demand</li> </ol> <p><b>Progress Comment:</b></p> <p>The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers, however, some issues have been identified in relation to contractor performance which will be addressed and a new solution implemented within the next six months.</p> <p>Last Updated: 14-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager				Open

**Potential Effect:**

Potential increased 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:**

Welfare Reform is undoubtedly impacting services. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams, this will help to identify opportunities for early intervention.  
 Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.  
 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 manage 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.  
 In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.

We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.

Last Updated: 14-Jan-2020

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	Sian Humphreys - Welfare Reform Manager				Open

**Potential Effect:**

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.

**Management Controls:**

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.

**Progress Comment:** The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers needs can be met. There is still a significant numbers accessing this support due to 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.

Last Updated: 22-Jan-2020

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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	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader				Open

**Potential Effect:**

With the introduction of universal credit 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.

**Management Controls:**

The deployment of Mobyssoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay.

The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

**Progress Comment:** 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 now allows 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 Universal Credit 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.

Last Updated: 14-Jan-2020

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	Sian Humphreys - Welfare Reform Manager				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. The Welfare Team provide support with budgeting to assist in this area</p> <p><b>Progress Comment:</b> Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.</p> <p>Last Updated: 14-Jan-2020</p>						

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				Open
<p><b>Potential Effect:</b> Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p><b>Management Controls:</b> Working with Corporate colleagues to use capital investment to support the development of our in-house provision.</p> <p>Increase bed and extra care capacity for dementia/ learning disabilities.</p> <p>Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.</p> <p>Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.</p> <p><b>Progress Comment:</b> The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging. No care homes are currently in Escalating Concerns.</p> <p>Last Updated: 23-Dec-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effect:</b> Increased waiting times for DoLS assessments and impact on reputation of the Council.</p> <p><b>Management Controls:</b> Actively prioritise waiting list for DoLS assessments Regularly engage with providers to keep the priority list refreshed Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards</p> <p><b>Progress Comment:</b> The waiting list continues to be actively managed, with urgent and review authorisations being prioritised. Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. A paper is being presented to Programme Board. National guidance remains to be finalised.</p> <p>Last Updated: 23-Dec-2019</p>						

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 available, 54 employees have completed this training. Further training has been commissioned from AFTA Thought, who provide drama based training. The training is aimed at employees working with young children in pre-school settings. Further training on County Lines and Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members.</p> <p>Last Updated: 14-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effect:</b> Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.</p> <p><b>Management Controls:</b> Supporting resilient families through the Early Help Hub</p> <p>Targeted support to families on the edge of care</p> <p>Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group</p> <p>Policies and models to attract new foster carers and expand the type of placements offered</p> <p>Working with local providers to reshape the residential market</p> <p>Maximising local housing options</p> <p><b>Progress Comment:</b> Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The team will be fully operational by March 2020. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers on 11/11/19 to stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.</p> <p>Last Updated: 30-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effect:</b> Delayed discharge from hospital; unable to fulfil need for care packages at home.</p> <p><b>Management Controls:</b> Utilising the Care@Flintshire portal to promote vacancies Working with providers to establish appropriate fee rates Regional Domiciliary Care Agreement in place Value Based recruitment Investment in the Microcare model</p> <p><b>Progress Comment:</b> We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work. The rates have been developed for 2020/21, and providers have been consulted. Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. However, pressures remain through the winter months.</p> <p>Last Updated: 23-Dec-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

**Potential Effect:**

Deteriorating parental relationships and a resulting instability and negative experience for children, and possible escalation into statutory services. Exposure to parental conflict is estimated to feature in the lives of more than 1.2 million children nationally. It does huge damage to children through emotional and behavioral problems during childhood and impact on life chances. It is estimated that for 'intact' families 11% of all children are affected by parental conflict, rising to 28% in workless families. In separated families 50% of children experience levels of parental conflict that are potentially damaging and have longer term impacts on individuals, families, communities and services.

**Management Controls:**

In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings. Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty. Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.

**Progress Comment:**

The mapping exercise is progressing, and bringing services and stakeholders together to bring about transformation and integration in the system. We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts. Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child. The grant will also be used to support innovative provision such as parenting groups and peer support groups.

Last Updated: 09-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to secure sufficient funding to meet the needs of vulnerable families	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

**Potential Effect:**

Shows us that age 5 is the key age for intervention, before the opportunity is lost. Children’s developmental needs will not be met.

**Management Controls:**

In-year mapping and assessment of pathways to ensure that the needs of families are met.  
Outline our commitments working with partner agencies to target interventions to reduce levels need.  
Effective planning of services at various tiers of need.

**Progress Comment:**

Welsh Government continue to progress the Funding Flexibilities Agenda, with two new Grants with ten programmes of activity; Housing Support (three) and Children and Communities (seven). This new approach is changing our way of thinking in terms of delivery and how grants operate and are managed. It is recognised by WG that this is not an easy task. An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.

Last Updated: 24-Jan-2020

# Ambitious Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 (CP) The Region reaching agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.</p> <p>Last Updated: 24-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 (CP) Assessment of the priority needs of Flintshire for improved digital connectivity to contribute to regional digital strategy	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.</p> <p>Last Updated: 09-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	75.00%		

**ACTION PROGRESS COMMENTS:**

The digital strategy for North Wales is now in place. There are four main work streams underway: 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

**ACTION PROGRESS COMMENTS:**

The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The medium term Integrated Transport Plan for the Deeside Industrial Estate involves providing multi model sustainable transport which includes the provision of a Park &amp; Ride/Share facility, Shuttle Interchange and the Deeside Parkway Station. Shared use walking and cycling infrastructure, to Active Travel Standards, provides access to the entrance to every place of employment in the park. In addition to this, Deeside Parkway Station is in the options appraisal stage along with the proposed shuttle interchange.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Having recently received invitations for Welsh Government funding, we have now identified appropriate schemes for submission via a number of grant funding streams for the forthcoming financial year (2020/21). Written Grant applications are currently being prepared in line with specified deadlines.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The detail design stage is now complete as part of the design and build contract. The expected start date of full construction is March 2020.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes: 1) Monitoring vulnerable business sectors to identify potential impacts and work with Welsh Government and North Wales Economic Ambition Board to develop bespoke support. 2) Accelerating support for the development of local supply chains. 3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1 (CP) Adoption of a strategy by quarter one ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure Welsh Government resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District (BID) for the town centre. The Council is supporting Buckley Town Council with a trial depedestrianisation scheme and with a review of their town action plan.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council has engaged Mosaic Partnership (with experience of developing over 100 successful BIDs) to support the businesses in Mold to develop their BID. The businesses will be developing their business plan for the BID during October and November 2019 with the draft being ready at the end of November. It is anticipated that the ballot of businesses that will determine whether the BID is approved will take place in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            A number of key integrated transport interventions are currently being developed for inclusion within pending applications to Welsh Government for the forthcoming financial year (2020/21). Long term aspirations will see the methodology utilised in Deeside being replicated across the County as a whole in order to develop a fully integrated transport solution</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The core aim of the Authorities Integrated Transport Strategy is to facilitate access to sites of employment, health, leisure &amp; education. The Council seeks to replicate the methodology utilised in Deeside across all strategic locations of the County thus achieving a fully integrated transport solution for the County as a whole and cross border. Streetscene's forward work programme ensures that applications for numerous funding streams are prepared in advance thus ensuring highest chance of bid success.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.3 (CP) The LDP Deposit Plan making provision for local growth which will be supported by new or improved infrastructure	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Deposit LDP is accompanied by an Infrastructure Plan which identifies the approach the preparation of the Plan has taken in terms of engaging with infrastructure providers and ensuring appropriate infrastructure either exists or can be provided. The Infrastructure Plan will be reviewed and updated as the Plan progresses.</p> <p>Last Updated: 18-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support. Quarter three: 20 Social enterprises have been supported. The dedicated support included the provision of 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that at the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Formal application was made to Welsh Government for strategic funding in quarter two. Arts Council of Wales funding (£6m estimate) has already been secured. A letter was received from Welsh Government on 23.12.19 signalling positive support for scheme, recognising the urgency around a comital decision, and inviting urgent engagement with civil servants to explore capital funding solutions.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	Completed	17-Sep-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report was made to Cabinet in December 2019. Cabinet endorsed the plan to enter a full and final stage of due diligence with a comital decision to be made to a transfer by mid-2020.</p> <p>Last Updated: 07-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Theatre is performing well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports are made to the Theatre Board. The 2020/21 business plan will be presented to both Cabinet and Overview and Scrutiny in the first quarter of 2020.</p> <p>Last Updated: 07-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Lisa McLellan - Asset Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider site strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (phase two) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The new school in Penyffordd opened to pupils and staff in September 2019 (phase one). The demolition of the former school, external works and car parking provision (phase two) were completed in November 2019. Connah's Quay High School (phase two) was completed in November 2019. Both projects were completed on time and within budget.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Welsh Government have approved additional funding for the proposed project at Ysgol Glanrafon, Mold. Tenders have been submitted and a contractor will be formally commissioned in January 2020 to progress the project through detailed design development stage and to cost certainty. The Queensferry Campus project is more advanced a contractor has been commissioned and the project is currently in Design Development stage.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by Welsh Government (WG) for the 21st Century schools investment programme (Band B 2019-2025). The Council's band B programme has already started with approved projects at Connah's Quay High School complete and the proposed Queensferry Campus project at design development stage. Cabinet have recently approved that Welsh Government are approached to increase the original funding envelope from £85m to £103m. Cabinet will require further papers to approve area reviews and or projects identified within this investment programme.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Memorandum of Understanding to create the joint service was formally signed by both Local Authorities. Successful appointment to the temporary joint service manager post was completed and the postholder commenced duties on 1 January 2020.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility.	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Expression of Interest to the National Heritage Lottery Fund was successfully submitted, with the next stage being a presentation to Panel on 7 February 2020.  Last Updated: 22-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement with Social Services to integrate the WG Childcare and WG 21st Century school funding grants to enable an investment project at Ysgol Croes Atti, Shotton.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The project will be commissioned via the school modernisation team at construction phase.  Last Updated: 23-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty through design development of the Ysgol Croes Atti project and submit a Business Case to Welsh Government to release the balance capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The project is currently at detailed design stage. Once cost certainty is established a Full Business Case (FBC) will be submitted to Welsh Government (WG) to release capital funding for the construction phase.  Last Updated: 23-Jan-2020							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	 GREEN	N/A	9	0	 GREEN
<p><b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.</p> <p>Last Updated: 08-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	2235	10	 GREEN	N/A	2629	90	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration  <b>Reporting Officer:</b> Lynne Fensome - Management and Support Manager  <b>Progress Comment:</b> The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.</p> <p>Last Updated: 17-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M02 New jobs created through the support of the regional hub	No Data	403	0		N/A	1222	0	
<p><b>Lead Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration  <b>Reporting Officer:</b> Lynne Fensome - Management and Support Manager  <b>Progress Comment:</b> The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for jobs created. No target has been set as we are establishing the first year baseline.</p> <p>Last Updated: 17-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M01 Number of Social Enterprises supported	23	20	15			55	43	
<p><b>Lead Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration  <b>Reporting Officer:</b> Mike Dodd - Social Enterprise Development Lead Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The service has provided 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises</p> <p>Last Updated: 23-Jan-2020</p>								

## Risks

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, Lynne McAlpine - Personal Assistant				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> The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track.</p> <p>Last Updated: 15-Jan-2020</p>						
RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support				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 and investment 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 an ongoing process 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: 03-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support					Open
<p><b>Potential Effect:</b>  Larger class sizes in all phases and potential breach of infant class size regulations  Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum  Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services  Reduction in quality of education delivered by schools resulting in more schools in Estyn categories  Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN  Higher deficit budgets in schools – corporate finance risk  Unsustainable schools in some communities  Increasing redundancy costs for Council as schools cut staff  Increasing challenge in recruiting senior leaders in schools  Increasing sickness absence in the school workforce</p> <p><b>Management Controls:</b>  Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team;  Overview &amp; Scrutiny; School Budget Forum; Portfolio Finance Team  Regular interface with Headteachers &amp; Chairs of Governors to maintain open communication  Regular support strategic planning by school leaders  Regular interface with Welsh Government and Welsh Local Government Association to maintain high profile on education spending  Management of school estate through School Organisational Change Strategy  Timely referrals to Occupational Health &amp; Care First</p> <p><b>Progress Comment:</b>  The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020.</p> <p>Last Updated: 23-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effect:</b></p> <ul style="list-style-type: none"> <li>• Reputational risk to the Council</li> <li>• Infrastructure investment does not keep pace with needs and business is lost to the economy;</li> <li>• Support for businesses in Flintshire does not match need and fails to encourage investment</li> <li>• The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests</li> <li>• Delays to or reductions to funding streams from UK and Welsh Governments</li> <li>• Progress in delivering infrastructure investment falls behind schedule</li> </ul> <p><b>Management Controls:</b> Establish oversight structure to review progress towards delivering growth deal projects (AF)</p> <p><b>Progress Comment:</b> The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.</p> <p>Last Updated: 17-Jan-2020</p>						

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# Learning Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures were introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and final key stage 4 and 5 performance outcomes will be presented at their February meeting.</p> <p>Last Updated: 24-Jan-2020</p>							
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Dec-2019	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            The local authority was inspected by Estyn in June 2019 and the report published on 9th August 2019. Development of the Post Inspection Action Plan (PIAP) included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and to Cabinet in their December meeting.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            All schools are engaging positively with the national focus on implementing the new curriculum for Wales. Flintshire schools have good representation on local and national leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are currently implementing a regional peer engagement model. The refined version of the new school curriculum will be available from January 28th 2020 to be used across schools by 2022.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The regional professional development offer available to all schools is targeted to ensure that schools can deliver a transformational and engaging curriculum. Flintshire schools are engaging positively in the regional action research and peer engagement work. GwE's Supporting Improvement Advisers (SIAs) regularly review with individual schools their bespoke professional development needs, as part of continuous self-evaluation and school improvement.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	60.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            The implementation date for the Additional Learning Needs (ALN) and Education Tribunal Act Wales 2018 is September 2021. The Council's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act, with the Council leading on the work around Post 16 and Dispute Resolution. A feasibility study has been completed for a new IT system along with the relevant procurement documentation. Work has been undertaken with relevant officers and school-based staff to develop a coherent ALN provision map outlining universal and additional learning provision.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021 with full implementation in September 2020. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act. Welsh Government Implementation Grant money is being used to train eight people to become Person Centred Practice (PCP) trainers; this will be completed by March 2020 and will facilitate the Council to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of Additional Learning Needs Co-ordinator (ALNCo) training on behalf of the Welsh Government. A two day PCP training event has been held for school-based staff with a further two day event taking place in March.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>  ALN transformation updates are regularly raised and discussed at various events, including head teacher federation meeting, head teacher conference, Flintshire School Governors Association, ALN forums and school cluster lead meetings. The Council's website has been updated with regard to the revised implementation date. Plans are being drawn up to support parental awareness.</p> <p>Last Updated: 23-Jan-2020</p>							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	54	60	55			60	55	
<p><b>Lead Officer:</b> James Warr - Operations Manager  <b>Reporting Officer:</b> Louisa Greenly - Performance Management &amp; Information Officer  <b>Aspirational Target:</b> 80.00  <b>Progress Comment:</b> The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. Seven young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers, such as Groundworks, Toyota Thrive and Mind the Gap. Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending.</p> <p>Last Updated: 23-Jan-2020</p>								

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## Risks

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					Open
<p><b>Potential Effect:</b> The fabric of Education and Youth buildings will continue to decline</p> <p><b>Management Controls:</b> Condition surveys are carried out at all schools by qualified building surveyors on a five year cycle. The Council have an agreed annual repair &amp; maintenance programme, school projects are established by priorities identified in the surveys. Continuation of investment in the school estate through the School Modernisation Programme compliments the R&amp;M annual programme. Additionally, the Council will position itself to enable access to any other external funding which may become available for this purpose.</p> <p><b>Progress Comment:</b> Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of the School Modernisation Programme is of vital importance as this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership. The risk will be reviewed when the next cycle of condition surveys are available.</p> <p>Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support				Open
<p><b>Potential Effect:</b>  The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk.  There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure.  Schools do not have sufficient capacity to meet their duties towards pupils with ALN resulting in additional workload for Council officers and potential redress through tribunal. Increasing sickness absence in the workforce due to increase workload demands.</p> <p><b>Management Controls:</b>  Development of Transformation Plan outlining actions against key WG/Council milestones, particularly in relation to finance.  Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings.  Development of a communication strategy to ensure all key stakeholders are informed in a timely manner  Escalation when factors become known to forums such as Programme Board and Overview &amp; Scrutiny Committees.  Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications</p> <p><b>Progress Comment:</b>  The implementation date for the Act has now been delayed until September 2021. This has reduced the immediate financial risk however, the publication of the operational Code has also been delayed by 12 months which impacts on the Council's ability to prepare fully for implementation.</p> <p>Last Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support				Open
<p><b>Potential Effect:</b>            Schools unprepared for significant changes to the curriculum and assessment models            Lack of clarity for schools and individual teachers around areas of learning and experience            Increasing challenge in recruiting and retaining senior leaders and teachers in schools            Reducing standards in quality of education and learner outcomes            Poor Estyn outcomes for LA and for schools            Reputational damage to Council</p> <p><b>Management Controls:</b>            Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction            Identification of future school leaders &amp; engagement in Regional School Improvement Service (GwE)            Professional offer for school leadership            Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6.            Regular interface with Headteachers &amp; Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum            Regular Quality and Standards meetings with GwE Core Leads            Regular monitoring of vacancies – schools</p> <p><b>Progress Comment:</b>            All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes.</p> <p>Last Updated: 17-Jan-2020</p>						

# Green Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            Chief Officer for Planning Environment and Economy has responsibility for the Council's Carbon Reduction Strategy. A themed discussion at the Senior Leader Academi was held on 6th November introduced the concept of introducing a response to Climate Change Strategy Board. Following this the first meeting of the officer group will be convened. A report on the Council's response to Climate Change was presented to Cabinet in December 2019 and Environment Overview and Scrutiny Committee in January 2020 when all recommendations were supported. A key recommendation was to establish a climate change strategy programme board. Cabinet on the 17th December 2019 endorsed the establishment of a climate change strategy board. The Boards terms of reference and attendees will be finalised by 31st January.</p> <p>Last Updated: 23-Jan-2020</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b>            Once agreement was secured at the meeting of the Cabinet in December for the officer group for carbon reduction to be established. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within all service areas within the Council.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Research on calculating Council's carbon footprint ongoing; awaiting guidance from Welsh Government who are developing a public sector baselining tool for all public sector organisations in Wales to follow and complete. Organisational and operational boundary determined as per the guidance set out in the Greenhouse Gas Protocol. Interviews with key staff completed to determine current data collation techniques and the data held on key greenhouse gas emission sources.</p> <p>Last Updated: 13-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connaught's Quay	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Five sites have been identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations have been requested from Scottish Power (SP) Energy Networks for grid connection costs. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed. Further renewable energy sites located near to FCC or other public/private sector organisations have been identified. Currently reviewing high level constraints such as ownership, grid connection, planning etc. Funding application to Salix to improve the energy efficiency of the Council's care homes is being developed and has been supported by senior managers in Social Services and Capital and Asset Programme Board. Final business cases for the Crumps Yard and Flint Landfill solar PV projects were approved by Cabinet in December and the construction contract has now been awarded.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment through the Local Delivery Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	15.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source. Informal discussion with suppliers and stakeholder have taken place to gain an understanding of the marketplace and options to move forward.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. In December 2019, Cabinet approved the Councils proposal to bid for Office for Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. The report recognises the importance of developing a regional approach to standardise the provision and management of charging infrastructure, for which the Council are currently in the process of developing a framework for which other Local Authorities can utilise.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Draft report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County. In December 2019, Cabinet approved the Councils proposal to bid for OLEV funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Dec-2019	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler. In December 2019, Cabinet approved the Councils proposal to bid for Office of Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The Council's response to climate change and the requirements of Welsh Government for the public sector to be carbon neutral by 2030 was endorsed by Cabinet on 17th Dec 2019. They supported the revision of our existing Carbon Reduction Strategy which will, in turn, be supported by a series of Action Plans, including one for reducing our reliance on single use plastics</p>							

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there was a need to review the current waste management strategy. A public consultation was undertaken between September 2019 and October 2019 to gauge public opinion on the current recycling and waste collection service and to consider alternative delivery model options. The outcome of the consultation was presented to the Councils Cabinet Committee on the 17th December with a recommendation to revise the current waste collection strategy to provide a more robust enforcement approach to those residents who do not recycle and to improve education and understanding on what can be recycled.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence change. The development of an education/informative campaign for Flintshire residents is being developed following feedback from the public consultation undertaken in 2019.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 (CP) Achievement of Parc Adfer Commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and achieved commissioned status on 20th December 2019.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

6,000 hedgerow plants are in the process of being planted in partnership with Keep Wales Tidy through the long forest project and a programme of tree works has been completed in preparation of the second phase of the Greenfield Valley Active Travel Route, which will create better links to Holywell High School area. Litter picking hubs have been established at Greenfield Valley and Wepre Country Park. The Rights of Way Team manage 1200km of Rights of Way and recent achievements include access improvement works carried out along the Wales Coast Path along Lord Vivian's Embankment. The team have been working to increase the network length, through a number of Legal Orders being successfully promoted and completed. An 8% increase in the amount of path issues resolved compared to the previous two quarters and a 28% increase compared to the end of the 3rd quarter in 2018. The Access Teams proactive approach has seen a noticeable increase in the number of landowners agreeing to replace stiles with kissing gates improving access to the Network. The Wepre Country Park Education Programme 2019 welcomed 13 visits from six schools reaching a total of 465 children. Our Greenfield Valley Education Programme 2019 engaged with 1746 children. In 2019 we held 55 Countryside Events with over 2000 beneficiaries 25 Greenfield Valley Events with 5759 beneficiaries. This included a Flagship Go wild BioBlitz event in Wales Nature Week and an intergenerational nature walk with FCC Social Services and Rights of Way Team.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            We have continued to coordinate the regional nature partnership and a number of partnership projects which support improved use of green spaces. In addition we have continued to coordinate volunteer wildlife recording groups including Sand Lizard and Dormouse monitoring. Section 6 of the Biodiversity Duty Plan Report is complete for 2019: 67% of actions have been either completed or good progress has been made. The tree planting programme has continued with an additional 583 trees planted this winter to date and further planned this winter season. A wildflower campaign has been initiated working with Streetscene, key objectives include reduced mowing regimes, establishing trial perennial wildflower verges and improving management at wildflower rich verges.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations received on the relevant policies in the Deposit LDP has not indicated that there is any fundamental deficiency with the policies or conflict with national planning guidance, and have not attracted objection from Welsh Government. The built and natural environment policies are therefore likely to remain largely intact through the examination of the LDP with possible minor policy wording changes only</p> <p>Last Updated: 15-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The LDP was placed on deposit for public consultation on 30/09/19 for a six week period, having been approved by the Council at its respective meetings on 23/07/19 and 11/09/19.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements. The minibuses purchased are now been utilised throughout the County under contract to operators, the next step is to recruit drivers to operate the vehicles in-house.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate. Demand responsive transport has now been introduced within one area of the County (January 2020), monitoring of all local travel arrangements and demand responsive transport is required on an ongoing basis.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council are working with local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops/highway network) and reliability of services. The current contracted and commercial bus service will be included in future Quality Partnership considerations.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Following the negative impact of the 2018/19 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network.</p> <p>Last Updated: 16-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The capital made available for Highway infrastructure maintenance programmes will be 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. Streetscene &amp; Transportation ensure that available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows. - Resurfacing - Programme of schemes progressing 22 sites completed with 7 sites outstanding- expected completion 31/03/2020; -Surface Dressing – Completed; Patching – Completed; -Undertake condition surveys to produce the annual resurfacing programme by March 2020 - On-going; -Undertake post completion inspections of utility work by March 2020 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which the Authorities approved Integrated Network Map acts as a forward works programme. Active Travel links have now been provided to every business on the Deeside industrial Park, thus providing sustainable access and improved journey times to a major centre of employment. A package of local improvements has also been developed to improve walking and cycling links through the Greenfield Valley to link Holywell with the coast which is scheduled to be delivered over a three year phased programme In May 2019, Cabinet approved the progression of the Mold to Broughton Cycle scheme as the Councils Strategic application under the Welsh Government Active Travel fund for the forthcoming 2020/21 financial year.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.2 (CP) Submission of annual report on active travel development across all portfolios to Welsh Government	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b> Annual report submitted to Welsh Government in September of this year.</p> <p>Last Updated: 31-Oct-2019</p>							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.23	68.7	70	 AMBER		70	70	 GREEN
<p><b>Lead Officer:</b> Ruth Cartwright - Regulatory Services Manager  <b>Reporting Officer:</b> Gabrielle Povey - Recycling and Compliance Officer  <b>Progress Comment:</b> Estimated tonnages used at this point - December figures require verifying</p> <p>Last Updated: 16-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M02 Average recycling rate across all HRC sites	77.37	82.03	80	 GREEN		82.54	80	 GREEN
<p><b>Lead Officer:</b> Ruth Cartwright - Regulatory Services Manager  <b>Reporting Officer:</b> Gabrielle Povey - Recycling and Compliance Officer  <b>Progress Comment:</b> Static performance.</p> <p>Last Updated: 27-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	No Data	8	4		N/A	8	4	

**Lead Officer:** Anthony Stanford - Highways Strategy Manager  
**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager  
**Progress Comment:** Work has been carried out to review the local travel arrangements in place. There are now 8 Local Travel Arrangements as follows:

LT8 – Caergwrle - Hope - Higher Kinnerton - Broughton  
CT3 – Northop Hall - Connah's Quay  
CT6 – Cymau - Broughton  
LT1 – Holywell – Lixwm – Rhos Y –Cae  
LT2 – Holywell – Caerwys  
LT3 – Holywell to Greenfield  
LT4 – Buckley  
LT7 – Mold - Treuddyn - Caergwrle - Hope

Local travel arrangements which were not well utilised and patronage was significantly low we have removed two travel arrangements and this has now been replaced with Demand Responsive Transport. A new bus service operating along the core bus network has also been introduced January 2020.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.3M04 Undertake post completion inspections of utility works	93.13	96.65	90			97.94	90	

**Lead Officer:** Barry Wilkinson - Highways Network Manager  
**Reporting Officer:** Sam Tulley - Road Space Manager  
**Progress Comment:** Utility companies (such as Welsh Water, BT or Scottish Power) carry out excavation works on the public highway, the repairs to the road are guaranteed by the Utility Company for a period of two years. Every Highway Authority is required to inspect 10% of all repairs before the end of this guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. If any defects are identified during the inspection the Utility are required to carry out the required remedial works, preventing the Authority from being burdened with the future repair costs. Inspections are allocated on a weekly basis, and therefore in order to provide a meaningful and reflective report, the data provided for quarter three are inspections generated in quarter two.

Last Updated: 24-Jan-2020

## 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				Closed
<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> The grant ceased to exist in 18/19 and was replaced by the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefore the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-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				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>  Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients.</p> <p>Last Updated: 24-Jan-2020</p>						

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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 Network Manager	Ruth Cartwright - Regulatory Services Manager				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 funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year. This funding remains 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 agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Jan-2020</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	Anthony Stanford - Highways Strategy Manager				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: 15-Jan-2020</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	Anthony Stanford - Highways Strategy Manager				Open
<p><b>Potential Effect:</b> Transport services cannot be provided</p> <p><b>Management Controls:</b></p> <ul style="list-style-type: none"> <li>i) Management of safety compliance checks.</li> <li>ii) Management of financially compliant contracts</li> </ul> <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: 14-Jan-2020</p>						

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 Network 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> During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public. Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene &amp; Transportation Service Delivery teams</p> <p>Last Updated: 22-Jan-2020</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	Ruth Cartwright - Regulatory Services Manager				Open
<p><b>Potential Effect:</b></p> <ul style="list-style-type: none"> <li>i) Planned programme of community transport hubs not delivered</li> <li>ii) Decreased passenger numbers on bus services</li> <li>iii) Increase in individual car usage</li> </ul> <p><b>Management Controls:</b></p> <p>Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020</p> <p><b>Progress Comment:</b></p> <p>An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport. Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.</p> <p>List Updated: 22-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager					Open
<p><b>Potential Effect:</b> Increased financial pressure to pay for disposal of residual waste. Failure to meet Welsh Government statutory recycling/re-use/composting targets.</p> <p><b>Management Controls:</b> Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.</p> <p><b>Progress Comment:</b> The Council has achieved the statutory recycling target for 2024-5. The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement. The Christmas waste campaign was well received by residents and Members.</p> <p>Updated: 15-Jan-2020</p>						

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# Safe and Clean Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The People are Safe Board has undertaken a review of performance in quarter one and quarter two and all actions are on track. Members of the Board attended Corporate Resources Overview and Scrutiny Committee (CROSC) in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board. During quarter three the North Wales Safer Communities Board reviewed all local Community Safety Partnership plans to seek assurance that they continued to deliver against strategic priorities. All plans (including Flintshires) met this requirement.</p> <p>Last Updated: 24-Jan-2020</p>							
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC ) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by Flintshire County Council officers. Flintshire County Council and North Wales Police continue to contribute to the work of the wider Community Safety Partnership, and are active members of the People are Safe Board.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 (CP) Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	44.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            At the time of writing this update, 42% of employees are recorded as having completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, and to find alternative methods of delivery, including tool box talks for front line employees.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Safeguarding e-Learning module was launched in September 2019. A target was set for 200 employees to complete by March 31st 2020. To date 154 employees have completed this training. The Designated Safeguarding Leads are reminding employees within the Portfolio to complete the e-Learning module to ensure the target is achieved. The actions on the current action plan have been completed. The action plan for 2020/21 will be finalised by the Corporate Safeguarding Panel in March 2020.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Corporate Safeguarding Policy has been reviewed and updated to reflect changes in reporting procedures and has been circulated to the Corporate Safeguarding Panel for their comments. The updated Corporate Safeguarding Policy will be endorsed by the Corporate Safeguarding Panel at their meeting in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-		
<p><b>ACTION PROGRESS COMMENTS:</b> National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%		
<p><b>ACTION PROGRESS COMMENTS:</b> The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene &amp; Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands.</p> <p>Last Updated: 06-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p><b>ACTION PROGRESS COMMENTS:</b> In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.</p> <p>Last Updated: 18-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.1 (CP) Levels of enforcement against our standards for car parking, litter and dog fouling	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		

**ACTION PROGRESS COMMENTS:**

Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO), Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%		

**ACTION PROGRESS COMMENTS:**

To date, three educational programmes have taken place. Two programmes relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry. Residents have been educated by leaflet drops and door knocking face to face talks with officers from the authority and also local members of the areas. The programmes have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. The third programme is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire. An educational campaign is being considered in relation to school visits and parking issues in school areas. The enforcement team has seen an increase in the complaints received about parking in school areas and feel it would be beneficial to provide some education and hands on engagement with pupils.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.3 (CP) Patrol Pay and Display Car parks and on street traffic restriction to ensure compliance, monitored via back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		

**ACTION PROGRESS COMMENTS:**

Weekly rotas are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be cross checked with rota details for further accuracy. The Civic Enforcement Officers's meet with the Administration and Enforcement manager at monthly one to one meetings. On street logs of officer work activity are reviewed at these meetings and form a basis of the cross checks.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  Daily checks are made on back office systems to ensure that all car parking machines are up and running and reporting any faults. If a fault does occur an email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre Customer Relationship Management (CRM) System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		
<p><b>ACTION PROGRESS COMMENTS:</b>            For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company Wales Penalty Processing Partnership (WPPP). To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another seven days to make payment. Failure to pay in this period will result in a second reminder giving another seven days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued and an attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.</p> <p>Last Updated: 24-Jan-2020</p>							

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## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.4M01 Achieve minimum level of agreed standards	0	85	0			85	0	
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Network Manager  <b>Reporting Officer:</b> Barry Wilkinson - Highways Network Manager  <b>Progress Comment:</b> Baseline Year: The portfolio continues to support the delivery of the service at the standards agreed, whilst responding to the demands of the service.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	No Data	3	1.25			6	3.75	
<p><b>Lead Officer:</b> Ruth Cartwright - Regulatory Services Manager  <b>Reporting Officer:</b> Vicky Plant - Support Services Manager  <b>Progress Comment:</b> Baseline Year: Developing campaign for school visits/education regarding parking issues in school areas.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	90.37	100			90.37	100	
<p><b>Lead Officer:</b> Ruth Cartwright - Regulatory Services Manager  <b>Reporting Officer:</b> Vicky Plant - Support Services Manager  <b>Progress Comment:</b> Baseline Year: Staff absence has hindered the progression of Fixed Penalty Notices's for this quarter</p> <p>Last Updated: 24-Jan-2020</p>								

## Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p><b>Potential Effect:</b>                      Lack of resilience to respond to parking contraventions or environmental crimes                      Increased environmental crimes resulting in deterioration of natural environment                      Decreased highway safety</p> <p><b>Management Controls:</b>                      Review upcoming legislative changes                      Improved time management of current enforcement team</p> <p><b>Progress Comment:</b>                      Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc.</p> <p>First Updated: 24-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p><b>Potential Effect:</b>  Lack of support for the enforcement services  Rescinding of enforcement action leading to lack of confidence in service  Abuse and aggression towards the enforcement team  Increased traffic contraventions and environmental crime occurrences</p> <p><b>Management Controls:</b>  Improved engagement with public via education and engagement events  Improved understanding of what a parking or environmental crime is.</p> <p><b>Progress Comment:</b>  Ongoing Educational Campaigns have been progressed and the control measures put in place are currently in the process of being supported Corporately. However further work is still required.</p> <p>Last Updated: 24-Jan-2020</p>						

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## Connected Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            All agencies have consistently met together to plan local activities, particularly play and fuel poverty initiatives to address community resilience. Refurbishment of local garden and fencing areas has improved the physical infrastructure and the construction work on the Holway Hub is now complete. The Holway Development Group met in early December, and a rota is being drawn up for agencies to utilise the hub. Further work on the community centre is underway.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured. A development officer to support officers and suppliers has been recruited and is engaging services and supporting procurement activity.</p> <p>Last Updated: 09-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The number of referrals from GPs to the Single Point of Access (SPOA) for a Social Prescribing response is increasing due to targeted activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centered and bespoke to the individuals' needs.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage Council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less. Activity in quarter three has included working with Cheshire Wildlife Trust on the Dee Coastliners project, with Greenfield Valley Board to increase use by the community, lunchtime walks for Council employees and the Active Colleges programme with Coleg Cambria.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Aura is performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports are made to the Aura Board and to the Partnership Board with the Council. Periodic reports are made to Overview and Scrutiny. A report was made to Cabinet in January 2020 on the renewal of the service contract with Aura for years four and five (from 01.09.20)

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured currently. A development officer to support officers and suppliers has been recruited.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Performance against our published response times remains good with an average of 76% of complaints responded to within 10 working days. This represents a small increase from the start of the year and the last quarter. Customer Service continue to support portfolios to achieve timely responses to customer enquiries through regular reporting including Assembly Members and Members of Parliament enquiries.

Last Updated: 30-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The number of residents signing up to My Account continues to grow and now stands at 9489. Each new service area made available through the website is linked to My Account so that residents need only sign in once. The next service area to be digitised will be Revenues and Benefits in January. Thereafter the intention is to renew the payment portal which will improve the look and feel for residents making digital payments. The delayed direct debit module will be added late in quarter one though, given the problems experienced with the initial release, there will be a substantial test period to ensure that all aspects are functioning correctly.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The range of service areas available over the website continues to grow in line with the project plan. Work has commenced on improving access to broadband via the LFFN (Local Full Fibre Network Project). Significant investment is being made (via Welsh Government grant) in improving Wi-Fi connectivity within schools. Key technologies are being replaced so that the Council IT systems are secure (eg Windows 7 has now been wholly replaced). Gov. roam has been put in place which enables all our employees and public sector partners to log in to network systems as though they were in their own premises which facilitates remote/mobile working and the co-location of employees.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The volume and nature of enquiries through Connects Centres continues to grow (and is reported on separately in more detail). Performance within the combined contact centre continues to improve and the percentage of calls answered remains at just over 90% for the third consecutive month. The percentage of calls answered within 30 seconds has increased slightly to 66%, with 58% of calls being answered within 15 seconds. Average call waiting time has reduced to just under a minute, there is a decrease in the number of calls abandoned (to 7%) and this is likely to be a result of the decrease in number of calls offered.</p> <p>Last Updated: 17-Jan-2020</p>							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene Contact Centre	No Data	7.05	15	 GREEN	N/A	7.05	15	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager

**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Progress Comment:** Baseline Year: The percentage of calls abandoned continues to reduce from 22% in quarter one which corresponds with reduced call waiting times.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene Contact Centre	No Data	92.95	0	 GREEN	N/A	92.95	0	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager

**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Progress Comment:** Baseline Year: 93% of the calls offered to the Contact Centre were answered in quarter three - 64% of calls were answered within 30 seconds. Three FTE have joined the team and are extending their knowledge of Council services to enable them to answer a wide range of customer enquiries.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M04 My Account sign up	No Data	9225	1250	 GREEN	 N/A	16678	3750	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager

**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Progress Comment:** Baseline Year: The Council continue to promote self-service and the number of My Account subscriptions increased in the quarter three by 24%.

Last Updated: 24-Jan-2020

## Risks

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	Jacque Slee - Team Manager Performance				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> We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place. The strategic role and importance of ADMs is a priority in the Council Plan for 2019/20 with work underway to ensure that the delivery is effective and sustainable.</p> <p>Last Updated: 22-Jan-2020</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	Jacque Slee - Team Manager Performance				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 annually at least to review progress</p> <p><b>Progress Comment:</b> Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place. The level of risk of unsustainability remains yellow.</p> <p>Last Updated: 15-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				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 have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable. The risk remains at Yellow.</p> <p>Last Updated: 15-Jan-2020</p>						

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	Jacque Slee - Team Manager Performance				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 of Community Asset Transfers (CATs) have been ongoing and through these it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.</p> <p>Last Updated: 15-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Community Resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effect:</b> Communities cannot capitalise on their resources and resort to support from statutory services.</p> <p><b>Management Controls:</b> Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them. Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive. Be smarter about securing and linking potential social investment to locally identified priorities. Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.</p> <p><b>Progress Comment:</b> The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's), and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.</p> <p>Updated: 15-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customers who do not have access to technology, or the confidence to use it.	Rebecca Jones - Customer Services and Registration Manager	Margaret Parry-Jones - Overview & Scrutiny Facilitator				Closed
<p><b>Potential Effect:</b> Customers are excluded from accessing Council services e.g. school admissions, and do not access benefits they are entitled to receive e.g. Council Tax Reduction.</p> <p><b>Management Controls:</b> Flintshire Connects provides face to face support for vulnerable customers who need assistance to access services. All Connects Centre are equipped with self-service facilities to assist those people who do not have access to technology and the team can signpost to other support e.g. Aura (libraries). The Customer Service Advisors are trained to support customers who do not have confidence to use digital technology e.g. creating email accounts, navigating website, applying for services online. The intention is to introduce Digital Champions moving forward to further support our customers and ensure no one is excluded from accessing Council services now and in the future.</p> <p><b>Progress Comment:</b> This risk has been closed due to it also being measured through various KPI's.</p> <p>Last Updated: 13-Jan-2020</p>						

# Serving Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 (CP) Retention rates of key personnel through offering competitive pay and reward	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	62.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.1 (CP) Adoption of a Well Being Strategy for the overall well-being of the workforce with aims, objectives and targets	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      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>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.2 (CP) Reduction in the number of referrals to Occupational Health on the grounds of mental health	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Progress for the reduction in the number of referrals to Occupational Health on the grounds of mental health will be reported in March 2020.  Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.1 (CP) Adoption of a renewed plan for effective succession planning for senior and supporting management positions	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The progress for succession planning will be reported in March 2020.  Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.2 (CP) Maintaining competitive pay and reward, and terms and conditions of employment	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9 per hour which meets the Foundation Living Wage. We continue to look for non-financial benefits to supplement and extend employee's pay, with recent initiatives which include, relaunch of the VECTIS retail discount cards, and the introduction of Salary Sacrifice Additional Voluntary Contributions (AVCs).  Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.3 (CP) Reductions in the local gender pay gap	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<b>ACTION PROGRESS COMMENTS:</b> This progress update will be provided annually in quarter four.  Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 (CP) A report on performance against the adopted set of KPI's is produced alongside the Annual Financial Outturn	Sara Dulson - Strategic Finance Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		
<b>ACTION PROGRESS COMMENTS:</b> The annual financial outturn is reported at the end of the financial year (31 March 2020) which is due to be reported in July 2020. A report on the financial performance indicators will be included alongside the outturn report. Selected performance indicators are included in the monthly revenue monitoring reports to Cabinet.  Last Updated: 23-Dec-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<b>ACTION PROGRESS COMMENTS:</b> The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report 1) Achievement of efficiencies 2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring.  Last Updated: 06-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 GREEN

**ACTION PROGRESS COMMENTS:**

We have set a cycle of reviewing our Medium Term Financial Strategy (MTFS) on an annual basis. The financial forecast for 2020/21 has been reported to Council in April and October 2019. The latest forecast for 2020/21 is that the Council has a budget gap of £16.2m. The solutions for 2020/21 are split into four quartiles 1) Portfolio Business Plans and Corporate Finance 2) The National position 3) Local Taxation and income and 4) Organisational Change. To date £1.784m has been identified from Portfolio Business Plans and Corporate Finance. The provisional settlement from Welsh Government (WG) is due at the end of November though the final settlement will not be received until 11 February 2020. The Council and the Welsh Local Government Association has called on WG to ensure adequate funding is passported to Councils from the additional funding announced in the UK spending review. Without this additional funding the risk of not being able to set a legal and balanced budget remains significant. The latest forecast was considered by Council on 10 December 2019 which reported a gap of £15.6m. A combination of Corporate Finance and Portfolio business efficiencies could contribute £8.2m to the gap (subject to a number of risks) with the remaining local options to be reviewed once the provisional settlement had been received in December. The final settlement from Welsh Government is due 25/2/20. The provisional settlement was received on 16 December 2019. This represented an increase of 3.7% for Flintshire with the all Wales average being 4.3%. This represented a cash uplift of £10.4m however once the additional responsibilities of the teachers pension employers increase and teacher pay grant are taken into account, this leaves around £6.5m to contribute to the budget gap. Council will meet on 28th January and will consider the latest position alongside the ongoing work and open risks that remain to meet a legal and balanced budget alongside the Councils response to the provisional settlement.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be future issues following on from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  On-going monitoring of customer satisfaction. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits. There has been discussion with the Housing Board members and elected members with regards to introducing full cost recovery for service charges in a phased approach. This will be implemented from April 2020 onwards.</p> <p>Last Updated: 17-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>  Good progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 continues to help the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. .</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement and implementation of a programme of cost recovery and commercial set models	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	33.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The Council's Income Generation Policy sets the rationale for charging and calls for an annual review of fees and charges and full cost recovery wherever possible. In July 2019 Cabinet and the Corporate Resources and Overview Scrutiny Committee endorsed that the annual review of fees and charges will achieve full cost recovery wherever possible by October 2022 and an annual uplift in line with a recognised inflation index will be applied to all applicable fees and charges. The annual uplift in line with a recognised inflation index will be implemented in the 2020 annual review of fees and charges, which is due to commence in April 2020. Services will also be asked to demonstrate whether or not their fees and charges are achieving full cost recovery. To assist services with setting fees and charges that operate at full cost recovery, and demonstrating this, a template has been developed and tested. This has been modelled to recover some corporate costs/overheads and has been used to set new fees/charges in year. The Council's mechanisms for verifying full cost recovery will be enhanced in future with an aim to have a robust process in place that accounts for all costs incurred when delivering services, captures service demand data and which is clear and communicated to all employees. Cabinet endorsed a second phase of Alternative Delivery Models in July 2019 (please see Collaboration Sub-priority below). Since this time the model for two of the services in scope has changed with greater focus around enhancing commercial approaches within existing working arrangements. As such, feasibility studies and/or options appraisals will follow to explore practical application of a suitable commercial approach.

Last Updated: 16-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target. An income target deficit at this level has been included in the forecast outturn for the 2019/20, and funding provision will be made from the Contingency Fund to compensate for this deficit. The corporate review of all fees and charges - both existing charges and new opportunities - has been completed. The outcomes have been included in the draft budget for 2020/21 and the annual income target has been adjusted to account for the revised forecast levels of income. Given the completion of the review, future income targets can be predicted with a high level of confidence. A residual target of £50k for new income is likely to remain for 2020/21.

Last Updated: 28-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            An internal review of service level agreements (SLA) for Council support services commenced in June 2019. As part of the review a model template to support services to calculate the full cost of service delivery (direct and indirect costs) has been drafted. Alongside this, a service specification template (for customers) and a standard SLA template has been drafted. The draft model template was presented to the October meeting of the review group and will be used/tested by service area leads to cost existing SLA provision. The model template will be refined accordingly and a final version used to calculate full cost recovery to inform future/renewal SLAs from 1st April 2020.</p> <p>Last Updated: 23-Dec-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.1 (CP) Maintaining the effective and cost-efficient performance of all principal regional, sub-regional and local collaborative services	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            All collaborations have been collated and are monitored on a six monthly basis by the Chief Officer Team and reported to Corporate Resource Overview and Scrutiny Committee annually.</p> <p>Last Updated: 13-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.2 (CP) An annual report will be produced with a set of Red/Amber/Green status' of service (1) Performance and (2) Sustainability	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The final annual report will be published at the end of quarter four 2019/20.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Control Room has now been temporarily relocated to phase 2 to de-risk any issues linked to the demolition works (Phase 3 and 4) which are to commence in January 2020. Fibre connectivity to Wrexham is now established. Work with staff in relation to Wrexham/Flintshire service integration is to commence January 2020.

Last Updated: 15-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN

**ACTION PROGRESS COMMENTS:**

Following approval by Cabinet for the establishment the new statutory service: Job Evaluation Questionnaires (JEQs) have been written for the the new Sustainable Urban Drainage Advisory Board (SAB) role and the reconfigured team Leader role. Both are due to go to JEQ panel by the end of January and then the recruitment process into both roles will begin. We are confident that at least one of the roles will be filled by the end of quarter four, if not both.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Lisa McQuaide - Project Manger	Ongoing	01-Apr-2019	31-Mar-2020	-		
<p><b>ACTION PROGRESS COMMENTS:</b>  The Council has a rolling list of priority projects within the scope of the Digital Strategy. The Council has completed the projects that it intended to complete in quarters one and two. The projects delivered the range of services intended by the deadline set for each project.</p> <p>Last Updated: 24-Jan-2020</p>							

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	No Data	6.78	3.5		N/A	6.78	3.5	

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser

**Reporting Officer:** Sharon Carney - Lead HR Business Partner

**Progress Comment:** Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	2	2		N/A	2	2	

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser

**Reporting Officer:** Sharon Carney - Lead HR Business Partner

**Progress Comment:** The turnover percentage excluding early retirement and voluntary redundancy for quarter three is 2.00%. Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.85	3.15	2			3.15	2	

**Lead Officer:** Sharon Carney - Lead HR Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Progress Comment:** The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	No Data	161	50			246	150	

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Reporting Officer:** Sharon Carney - Lead HR Business Partner  
**Progress Comment:** The programme is designed to help employees identify signs of stress in themselves and their colleagues so that it can be dealt with it at the earliest opportunity with support from Human Resources and Occupational Health. We will continue to target specific Portfolios and Services Areas who are likely to benefit most.

Last Updated: 16-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	No Data	No Data	10		N/A	No Data	10	

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Reporting Officer:** Sharon Carney - Lead HR Business Partner  
**Progress Comment:** The Health and Wellbeing Strategy has been reviewed by Chief Officer Team and Academi with feedback provided. The strategy is now complete with it due to be published imminently. The Council have agreed an action plan with 'Time to Change' and implementation date to be confirmed. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.

Last Updated: 15-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	No Data	100	100		N/A	100	100	

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Reporting Officer:** Sharon Carney - Lead HR Business Partner  
**Progress Comment:** The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	90.91	80.94	100			80.94	100	
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Progress Comment:</b> As at 31 December 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 81%. 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> <p>Last Updated: 14-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	97	91	95			91	95	
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Strategic Finance Manager  <b>Progress Comment:</b> The 91% is reported within the Month 8 Revenue report</p> <p>Last Updated: 23-Dec-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M03 Maximise the collection of Council Tax	85.7	85.2	85.6			85.2	85.6	
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> David Barnes - Manager - Revenues  <b>Progress Comment:</b> The bulk single person discount (SPD) review, undertaken in quarter three, has resulted in the withdrawal of discounts amounting to £350k. In turn this has resulted in a major re-billing exercise to recover additional income due to the Council. This is being partly recovered in quarter three and partly in quarter four and has negatively impacted, on a temporary basis, on in-year collection levels and cashflow. Performance, in real terms without the impact of the SPD review, would otherwise be 85.5%, which is nearly on track with the target.</p> <p>Last Updated: 24-Jan-2020</p>								

## 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 - Strategic Finance Manager	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 three 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>Update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government.</p> <p>The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.</p> <p>Council considered the updated financial position for 2020/21 on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.</p> <p>Last Updated: 30-Jan-2020</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					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: 24-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open
<p><b>Potential Effect:</b> Reductions or cessation of services and high increases in Council Tax levels</p> <p><b>Management Controls:</b> National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.</p> <p>Maximisation of business planning efficiencies from Portfolios and increases to fees and charges</p> <p><b>Progress Comment:</b> The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.</p> <p>The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.</p> <p>The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 3.3%.</p> <p>The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures.</p> <p>The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February 2020.</p> <p>Last Updated: 30-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger				Open
<p><b>Potential Effect:</b> It will delay implementation of projects and the improvements to service or income they might generate.</p> <p><b>Management Controls:</b> The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.</p> <p><b>Progress Comment:</b> Planned work programme discussions are due to take place 27/01/20 - risk level remains the same in terms of competing priorities and capacity.</p> <p>Further information will be available following the work plan completion.</p> <p>Last Updated: 17-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Discouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed
<p><b>Potential Effect:</b> Sectors of our population could find it more difficult or be unable to access the services they need.</p> <p><b>Management Controls:</b> The Council will continue to provide services via its telephone contact centre and Connects offices.</p> <p><b>Progress Comment:</b> This risk has been closed due to the risk no longer being appropriate and the lack of opportunity to measure a meaningful and reflective impact.</p> <p>Last Updated: 13-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed

**Potential Effect:**  
It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.

**Management Controls:**  
Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included essential criteria when recruiting. The Council will need to consider building a team to support the website.

**Progress Comment:** This risk is to be reassessed as we are not able to report on it efficiently or effectively.

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager				Open

**Potential Effect:**  
Reduced service demand and knock on effect on workforce capacity.  
Reduced income and/or failure to achieve income target.

**Management Controls:**  
Market analysis for new fees/charges to inform level of charging.  
Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change.  
Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.

**Progress Comment:**  
This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.

Last Updated: 14-Jan-2020

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open

**Potential Effect:** Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy.

**Management Controls:** Review of in year efficiencies and mitigate any shortfalls.  
Review of income and expenditure to ensure financial management is robust.  
Review at Programme Board and escalation as necessary.

**Progress Comment:** The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in year efficiencies were reported to be 91% achievable against the target.  
Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS.  
Programme Boards receive an update on the financial position for the portfolio at each meeting.

The M8 revenue monitoring report is reporting that 91% of the in year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

Last Updated: 30-Jan-2020

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Collaborative working	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)				Open
<p><b>Potential Effect:</b></p> <ul style="list-style-type: none"> <li>• Failure to deliver efficiencies</li> <li>• Reputational damage</li> <li>• Failure to deliver corporate priorities</li> </ul> <p><b>Management Controls:</b></p> <ul style="list-style-type: none"> <li>• Ensure that all service change takes into account collaborative benefits as one of the options</li> <li>• Regularly monitor progress of existing collaborations</li> <li>• Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration</li> <li>• Provide political and professional profile for ongoing collaborative projects</li> </ul> <p><b>Progress Comment:</b></p> <p>All portfolio business plans consider collaborations as a model of delivery.</p> <p>Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA.</p> <p>All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority.</p> <p>Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in.</p> <p>Last Updated: 07-Jan-2020</p>						

Tuesday 21st

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant				Open
<p><b>Potential Effect:</b></p> <ul style="list-style-type: none"> <li>• Delay in the transition</li> <li>• Anticipated efficiencies will not be realised leading to potential increased cost</li> </ul> <p><b>Management Controls:</b></p> <ul style="list-style-type: none"> <li>• Ensure adequately resourced</li> <li>• Realistic programmes regularly managed and monitored</li> <li>• Regular reporting to COT , Cabinet and Scrutiny</li> </ul> <p><b>Progress Comment:</b></p> <p>Work in relation to the new ADM models of delivery is at various stages depending on the specific project. All are currently at Concept stage and will be progressed through to Feasibility, at the end of this stage a decision will be taken whether to progress to the next stage which is detailed work around business planning and further more detailed viability testing.</p> <p>Last Updated: 15-Jan-2020</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer				Closed
<p><b>Potential Effect:</b> This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally. Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.</p> <p><b>Management Controls:</b> The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public. Funding arrangements to support business cases will need to be included. Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.</p> <p><b>Progress Comment:</b> Closed as the risk a duplicated of Competing priorities and limited organisation capacity slow the pace of change.</p> <p>Updated: 28-Jan-2020</p>						

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# Eitem ar gyfer y Rhaglen 8



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 13 <sup>th</sup> February 2020
<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 third 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 three 2019/20 (October to 31 December 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 three show an overall increase of 72 FTE across the Council since April. Non-schools show an increase of 69 FTE, and Schools show an overall increase of 3 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 as at quarter three is 8.34%. Human Resource colleagues actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council and make changes as appropriate to improve recruitment and retention.</p>
1.04	<p><b>Attendance</b></p> <p>The cumulative full time equivalent (FTE) days lost for the Council as at quarter three is 7.98. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by</p>

	<p>Public Health England in December 2019 based on surveillance undertaken which showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years.</p> <p>Although the Council is unable to give assurances on reducing the level absences due to infections, preventative measures are in place such as providing flu vaccines to Social Services staff given that they provide hands-on care to venerable adults and/or children.</p> <p>The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and that where appropriate, supportive interventions are offered to prevent absence and/or to facilitate an early return to work.</p>
1.05	<p><b>Performance Monitoring (Appraisals)</b></p> <p>As at 31 December 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 81%. All outstanding appraisals are required to be scheduled for completion by the end of March 2020.</p> <p>The current appraisal policy, forms and tools in support of performance management have been revised and shared with key stakeholders prior to implementing. The new, simplified process provides 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 three is £530,000, which equates to cumulative spend of £1.62m for the year. The largest agency spend is within Streetscene and Transportation at £190,000. The second largest spend is within Social Services at £135,000.</p> <p>The cumulative 'Off-contract' spend as at quarter three for 2019/20 is £260,000. This shows that the use of agency workers is continuing to be used more appropriately across the organisation. However, Human Resources will work with Portfolios who continue to spend 'Off-contract' to further educate and assist in the appropriate use of agency workers.</p> <p>There were a total of 83 active agency placements on 31 December 2019. At the time of running the report 56 placements exceeded the 12 week Agency Worker Regulations threshold. Of those that exceeded the threshold, 32 were within Streetscene and Transportation, 10 in Housing and Assets, 8 in Social Services, 4 in Governance, and 1 each in Education and Youth, and Planning, Environment and Economy.</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 – Transfer of Red Book (Craft) to the Council’s New Pay Model</b></p> <p>Having successfully implemented a full review of its pay model to incorporate the requirements of the 2<sup>nd</sup> year of the National Pay Award, Cabinet invited the Chief Executive to review the pay arrangements for Red Book (Craft) with a view to transferring employees in scope to the new pay model and associated terms and conditions.</p> <p>There were 92 (FTE) employees, predominately male, employed on the locally agreed craft pay rates with no incremental progression. This potentially gives the Council an equality issue as all other employees within the Council have incremental progression within their pay bands.</p> <p>To effect the proposed change, job descriptions were updated and evaluated using the Greater London Provincial Council (GLPC) scheme and conventions in the same vein as all other roles on the Green Book pay scales.</p> <p>The introduction of four newly evaluated positions mapped across to the Council’s new pay model, resulted in an all-inclusive rate, removed spot points and introduced incremented grades providing incremental progression.</p> <p>Transferring employees from Red Book to Green Book is considered a fundamental change to Terms and Conditions which required the Trade Unions to ballot their membership.</p> <p>A workplace ballot took place on 24 October 2019 the outcome of which was 79% in favour to accept the employers pay proposal.</p> <p>All 92 employees in scope of this piece of work, have since assimilated directly into one of the four positions referred to above. New contracts of employment have been issued and a new collective agreement entered into following the successful ballot outcome.</p>

<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 Q3 2019/20

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<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>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b><u>Headcount and FTE</u></b></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><b><u>Age Profiling</u></b></p> <p>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> <p><b><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></b></p>

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.

**Red Book**

JNC for Local Authority Craft & Associated Employees

**Green Book**

JNC National Agreement for the former APT&C and Manual employees

Mae'r dudalen hon yn wag yn bwrpasol

# CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2019/20 - QUARTER 3

(OCTOBER - DECEMBER)

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# 2019/20 DASHBOARD

## FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

### TOTAL HEADCOUNT

6,058

### TOTAL FTE

4,711

### LEAVERS / TURNOVER

503 / 8.34%

### AGENCY SPEND 2019/20

£1.62m

### TARGET 2019/20

£1.7m

### DAYS LOST PER FTE 2019/20

7.98

### TARGET 2019/20

8.00

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# QUARTER 3 2019/20 DASHBOARD

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

### TOTAL HEADCOUNT

2,845

### TOTAL FULL TIME EQUIVALENT

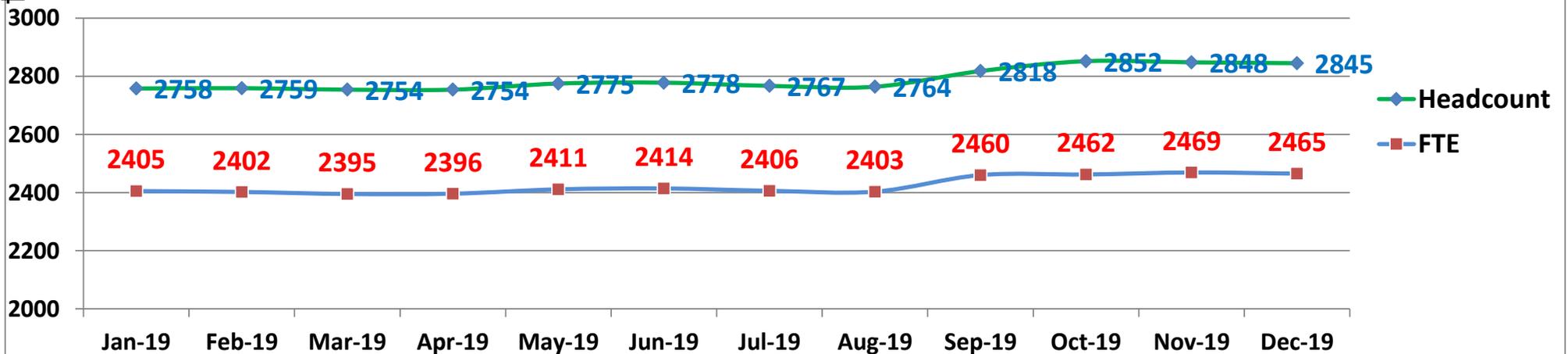
2,465

01/04/2019 2,754  
Increase of 91 person (+3.30%)  
30/06/2019 2,845

01/04/2019 2,396  
Increase of 69 FTE (+2.88%)  
31/12/2019 2,465

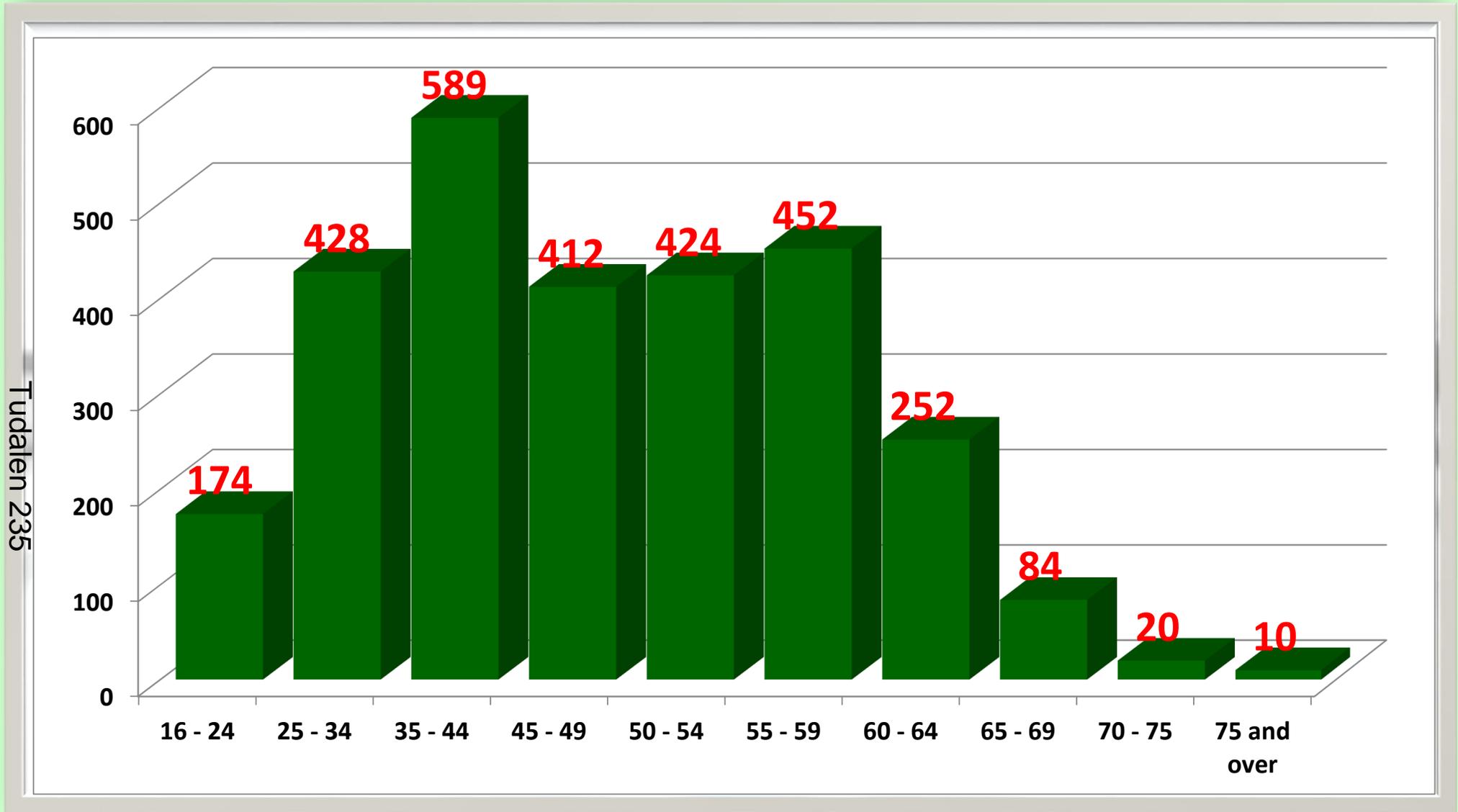
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### HEADCOUNT AND FTE - 12 MONTH TREND



# QUARTER 3 2019/20 DASHBOARD

## AGE PROFILE - NON-SCHOOLS

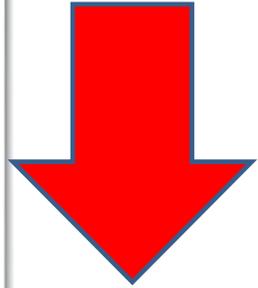


# QUARTER 3 2019/20 DASHBOARD

## ATTENDANCE - NON-SCHOOLS

6

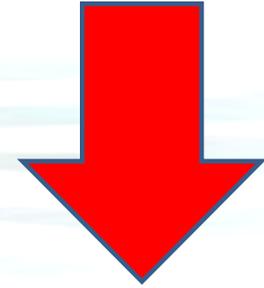
### DAYS LOST PER FTE AT 31/12/2019



31/12/2018  
3.16

3.35

31/12/2019  
3.35



**Downturn of 0.19**

Tudalen 236

### TOP 4 REASONS

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

# QUARTER 3 2019/20 DASHBOARD

## TURNOVER AND STABILITY - NON SCHOOLS

### LEAVERS - Q3

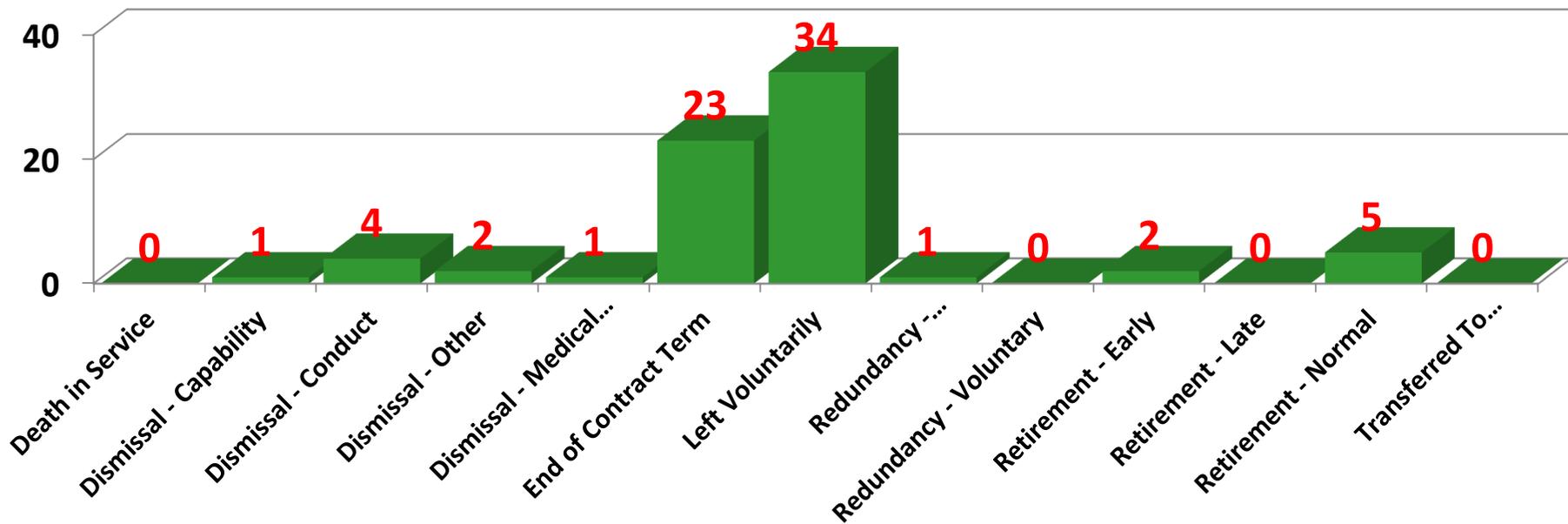
73

### LEAVERS - 2019/20

229

### LEAVER REASON - Q3

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# QUARTER 3 2019/20 DASHBOARD

## EQUALITY AND DIVERSITY - NON-SCHOOLS

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### GENDER BREAKDOWN

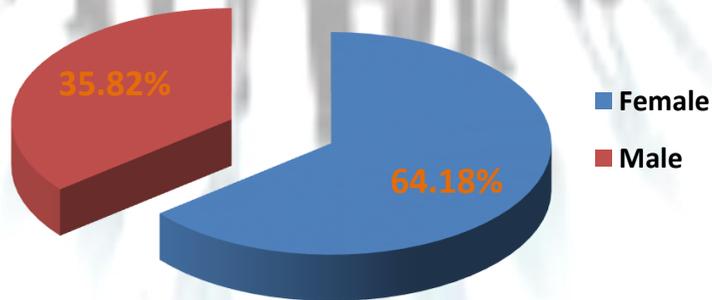
**MALE**

**1,019**  
(35.82%)

**FEMALE**

**1,826**  
(64.18%)

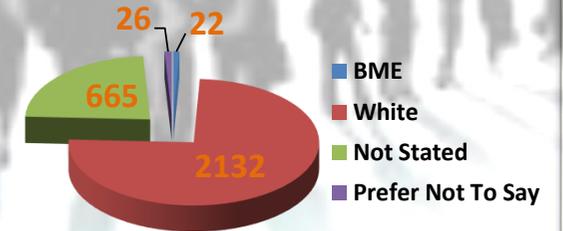
### GENDER BREAKDOWN (%)



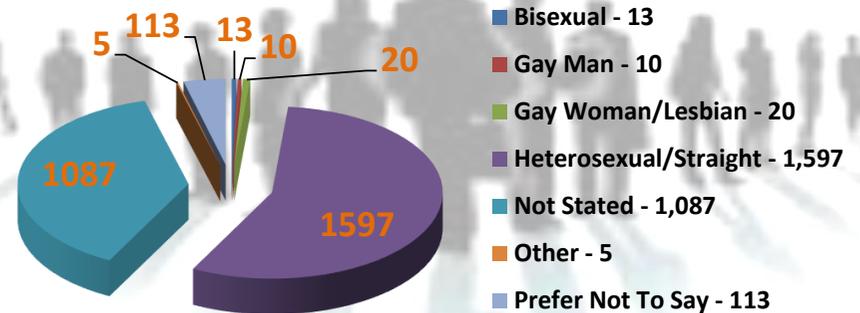
### ETHNICITY

BME - 22  
 WHITE - 2,132  
 PREFER NOT TO SAY - 26  
 NOT STATED - 665

#### ETHNICITY BREAKDOWN



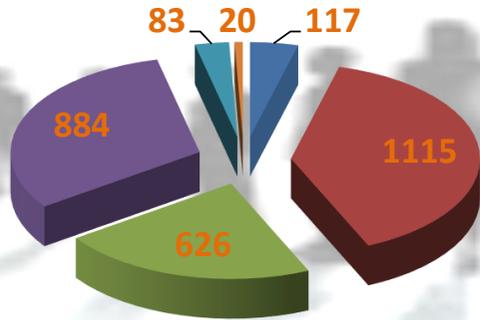
### SEXUAL ORIENTATION



# QUARTER 3 2019/20 DASHBOARD

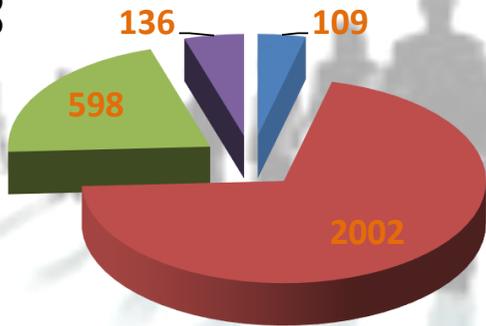
## EQUALITY AND DIVERSITY - NON-SCHOOLS

### MARITAL STATUS



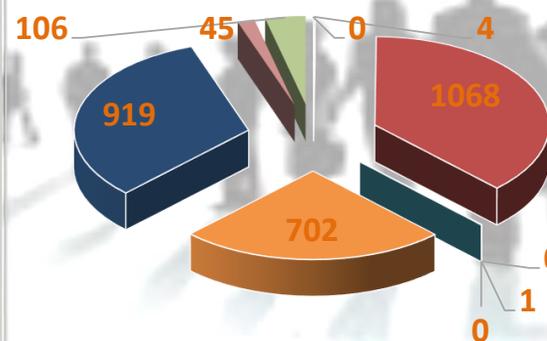
- Divorced / Dissolved Civil Partnership - 117
- Married / Civil Partnership - 1,115
- Not Married or in Civil Partnership - 626
- Not Stated - 884
- Prefer Not To Say - 83
- Widowed / Surviving Civil Partner - 20

### DISABILITY



- Yes - 109
- No - 2,002
- Not Stated - 598
- Prefer Not To Say - 136

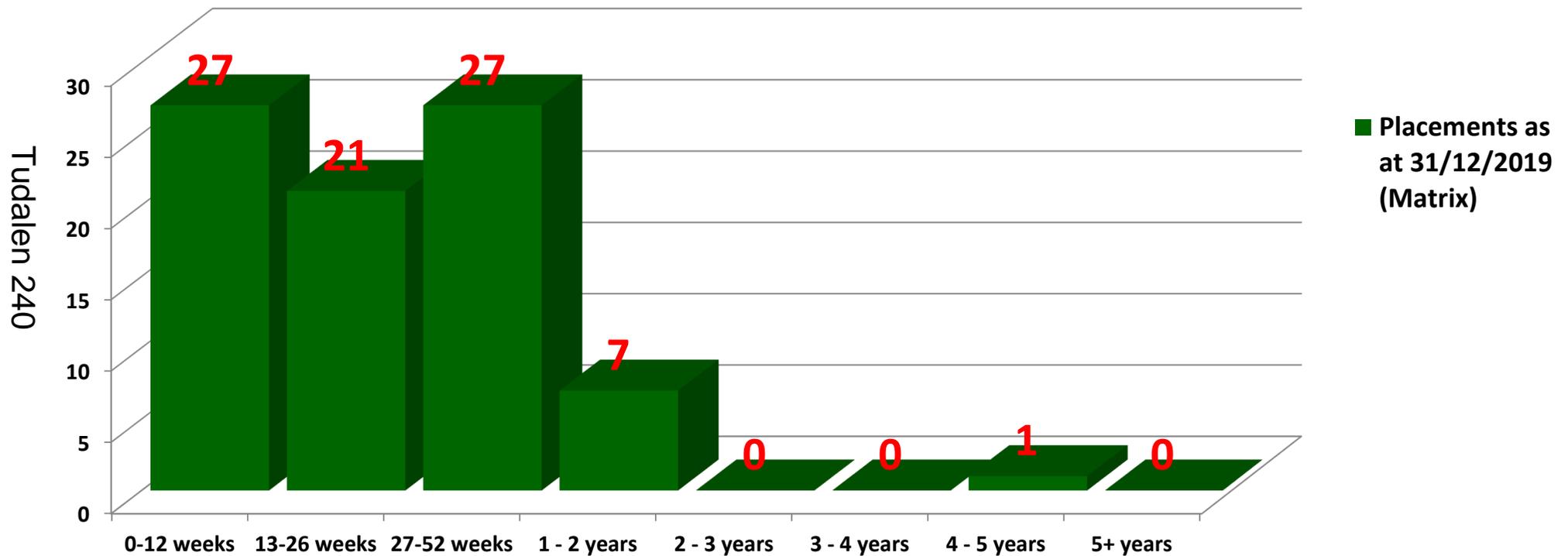
### RELIGION OR BELIEF



- Buddhist - 4
- Christian - 1,068
- Hindu - 0
- Jewish - 1
- Muslim - 0
- None - 702
- Not Stated - 919
- Other - 45
- Prefer Not To Say - 106
- Sikh - 0

Tudalen 239

### Agency Tenure Management Q3



# QUARTER 3 2019/20 DASHBOARD

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

### TOTAL HEADCOUNT

3,213

### TOTAL FULL TIME EQUIVALENT

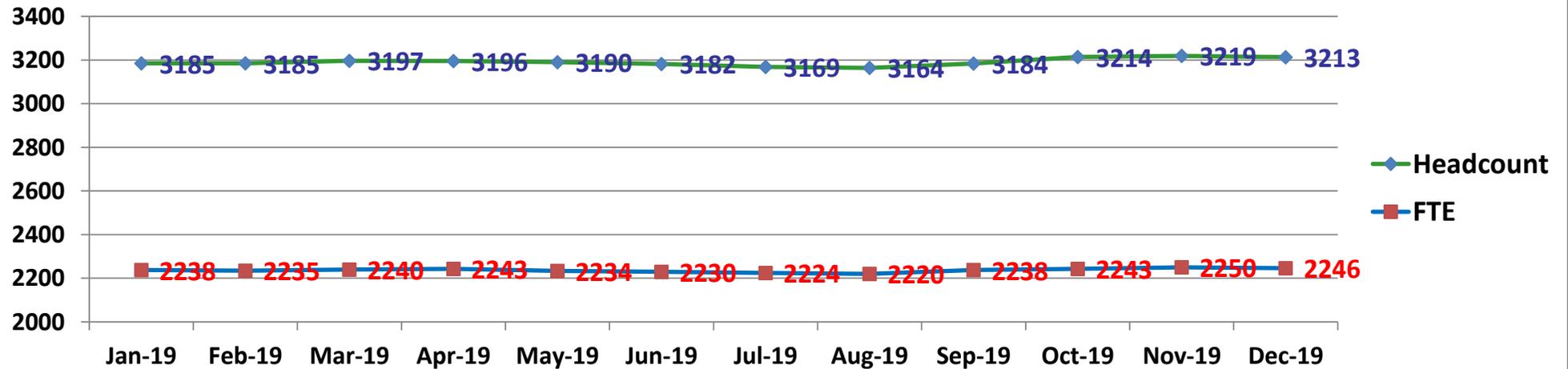
2,246

01/04/2019 3,196  
Increase of 17 people (+0.53%)  
31/12/2019 3,213

01/04/2019 2,243  
Increase of 3 FTE (+0.13%)  
31/12/2019 2,246

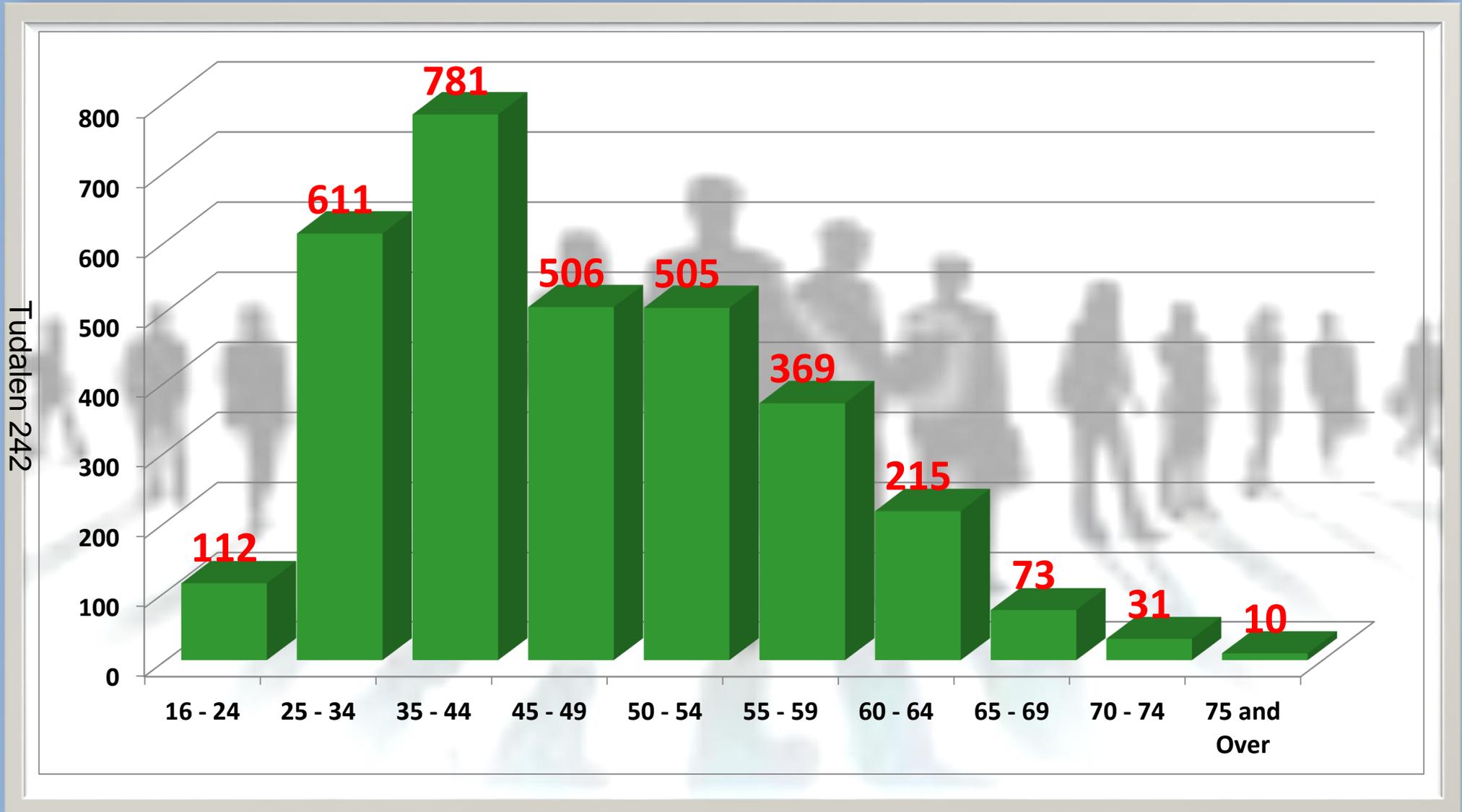
### HEADCOUNT AND FTE - 12 MONTH TREND

Tudalen 241

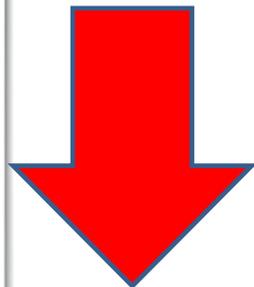


# QUARTER 3 2019/20 DASHBOARD

## AGE PROFILE - SCHOOLS



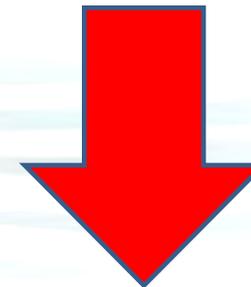
### DAYS LOST PER FTE AT 31/12/19



31/12/2018  
2.56

**2.77**

31/12/2019  
2.77



**Downturn of 0.21**

### TOP 4 REASONS

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

Tudalen 243

# QUARTER 3 2019/20 DASHBOARD

## TURNOVER AND STABILITY - SCHOOLS

### LEAVERS - Q3

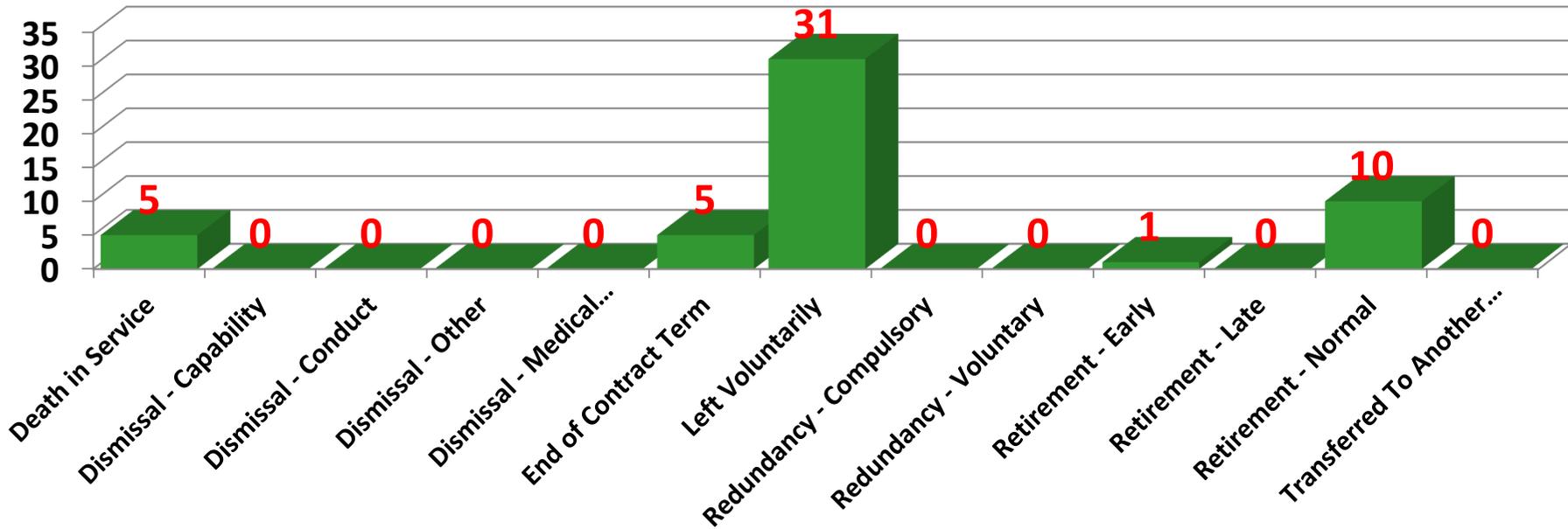
52

### LEAVERS - 2019/20

274

### LEAVER REASON - Q3

Tudalen 244



# QUARTER 3 2019/20 DASHBOARD

## EQUALITY AND DIVERSITY - SCHOOLS

### GENDER BREAKDOWN

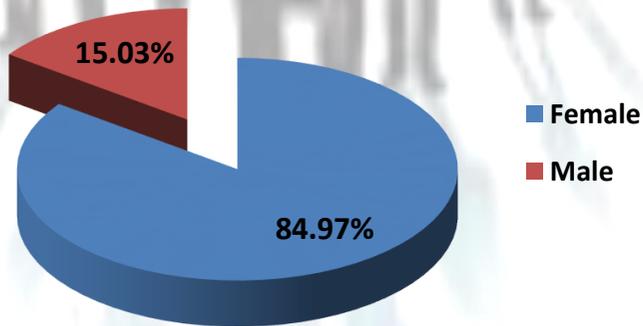
**MALE**

**483**  
(15.03%)

**FEMALE**

**2,730**  
(84.97%)

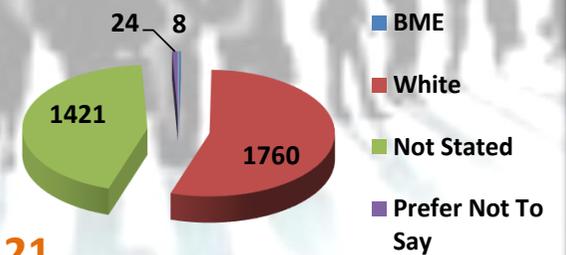
### GENDER BREAKDOWN (%)



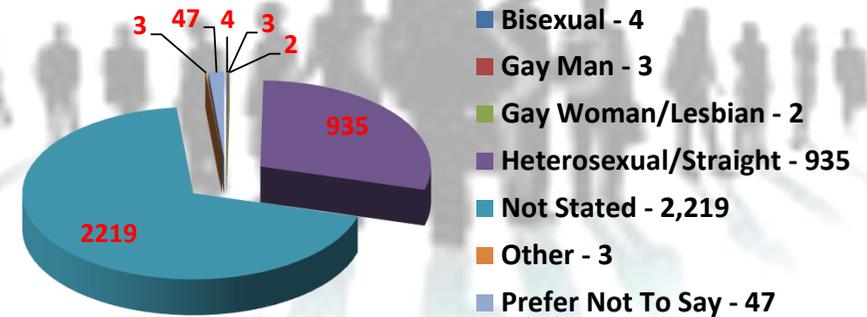
### ETHNICITY

**BME - 8**  
**WHITE - 1,760**  
**PREFER NOT TO SAY - 24**  
**NOT STATED - 1,421**

### ETHNICITY BREAKDOWN (%)



### SEXUAL ORIENTATION



Tudalen 245

# QUARTER 3 2019/20 DASHBOARD

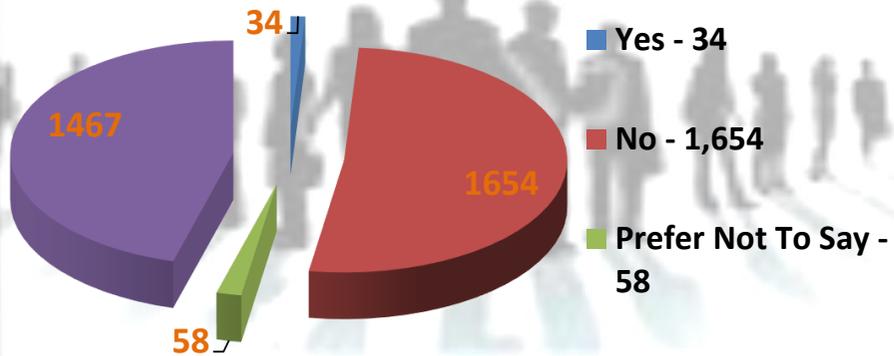
## EQUALITY AND DIVERSITY - SCHOOLS

Tudalen 246

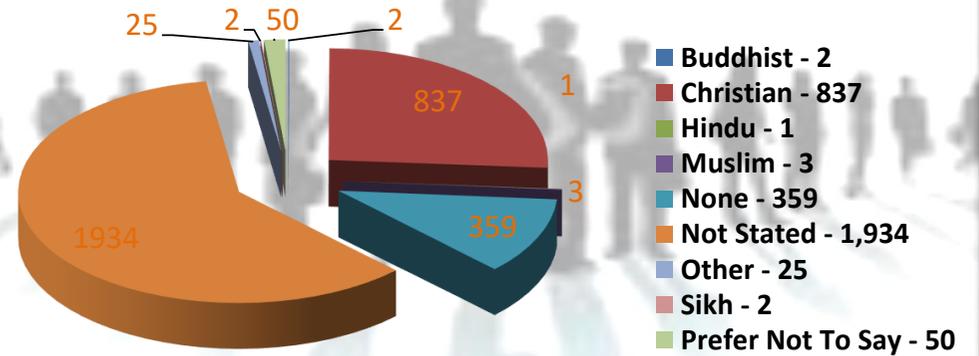
### MARITAL STATUS



### DISABILITY



### RELIGION OR BELIEF



# Eitem ar gyfer y Rhaglen 9



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 13 <sup>th</sup> February 2020
<b>Report Subject</b>	Revenue Budget Monitoring 2019/20 Month 9 and Capital Programme Monitoring 2019/20 Month 9
<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 9) Report and the Capital Programme 2019/20 (Month 9).

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2019/20 (Month 9) 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 9) report. 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 9), CAPITAL PROGRAMME 2019/20 (MONTH 9)</b>
1.01	The Revenue Budget Monitoring 2019/20 (Month 9) report will be presented to Cabinet on Tuesday 18th February 2020. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2019/20 (Month 9) report will be presented to Cabinet on Tuesday 18th February 2020. A copy of the report is attached as Appendix B 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 9), in Appendix B; Capital Programme 2019/20 (Month 9).

<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 9), in Appendix B; Capital Programme 2019/20 (Month 9).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2019/20 (Month 9). Appendix B; Capital Programme 2019/20 (Month 9).

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<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>

8.00	<b>GLOSSARY OF TERMS</b>
8.01	<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>

Mae'r dudalen hon yn wag yn bwrpasol



## CABINET

<b>Date of Meeting</b>	Tuesday, 18th February 2020
<b>Report Subject</b>	Revenue Budget Monitoring 2019/20 (Month 9)
<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 latest detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 9. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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 £1.666m which is a favourable movement of £0.226m from the deficit figure of £1.892m reported at Month 8.
- A projected contingency reserve balance as at 31 March 2020 of £3.203m.

#### **Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £0.103m higher than budget which is a positive movement of £0.028m from the deficit figure of £0.131m reported at Month 8.
- A projected closing balance as at 31 March 2020 of £1.220m.

As reported in previous reports and to assist with mitigating the overall projected overspend the following measures were introduced from Month 6:-

- 1) All non-essential spend be reviewed and challenged with a view to ceasing/delaying where able and

- 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying.

At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend since Month 7 have been achieved predominantly from the continuation of these measures. Work will continue from Month 10 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The current position meets the Chief Officer Team target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFs of £1.350m, being 0.5% of the Net Revenue Budget. Some specific areas that are under review are outlined in paragraph 1.01.

In addition, as in previous years towards the end of the financial year, there is always potential for late awards of Grant from Welsh Government that could be allocated against existing or future profiled spend, resulting in a positive effect on outturn.

## 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).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 9 POSITION</b>
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 £1.666m</li> <li>• A projected contingency reserve balance as at 31 March 2020 of £3.203m</li> </ul> <p>To assist with mitigating the overall projected overspend the following measures have previously been introduced:-</p> <ol style="list-style-type: none"> <li>1) All non-essential spend is subject to ongoing review and challenge with a view to ceasing/delaying where able and</li> <li>2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying</li> </ol>

At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend since Month 7 have been achieved predominantly from the continuation of these measures. Work will continue from Month 10 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Chief Officer Team has set a target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFs of £1.350m, being 0.5% of the Net Revenue Budget.

Some examples of specific areas currently under review are shown below :

- Winter Maintenance – monitoring the level of ongoing operations based around weather conditions
- Parc Adfer – taking account of the site becoming fully operational from December and the subsequent change to haulage and disposal arrangements
- School Transport – maximising the benefits of re-procurement and rationalisation of routes
- Single Person Discount Scheme – subject to on-going review
- Planning – maximisation of Planning Fee Income in year
- Central Loans and Investment Account – further review to determine potential financing split across Revenue and Capital

As in previous years towards the end of the financial year, there is always potential for late awards of Grant from Welsh Government that could be allocated against existing or future profiled spend, resulting in a positive effect on outturn. An example being Additional Winter Pressures Grant in Social Services (paragraph 1.07 refers).

1.02

**Table 1. Projected Position by Portfolio**

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	65.944	66.064	0.120
Out of County Placements	9.033	11.088	2.055
Education & Youth	8.534	8.203	(0.331)
Schools	91.941	91.941	0.000
Streetscene & Transportation	30.354	31.760	1.406
Planning & Environment	5.897	5.893	(0.004)
People & Resources	4.439	4.485	0.046
Governance	9.203	8.969	(0.234)
Strategic Programmes	5.272	5.272	0.000

	Housing & Assets	15.171	14.556	(0.615)
	Chief Executive	2.760	2.631	(0.129)
	Central & Corporate Finance	22.802	22.154	(0.648)
	<b>Total</b>	<b>271.350</b>	<b>273.016</b>	<b>1.666</b>
1.03	The reasons for the favourable movement of £0.226m from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing 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>Enhancements to the format of the Revenue Budget monitoring report have been made which 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 stage in the financial year, there is a projected overspend of £2.055m 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, throughout 2019/20 to date, there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.522m in Children’s Social Services and a projected overspend of £0.533m within Education &amp; Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p>The projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire’s geographic boundary.</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 Overview and Scrutiny Committees in July, 2019 outlined the Council’s strategy and commitment in ensuring safe, high quality, support for Children’s Services.</p> <p>A separate report was also presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>			

1.06

## **Streetscene and Transportation**

A considerable amount of financial challenge work is ongoing within the Streetscene and Transportation portfolio to address the overspend position and through the mitigation measures identified below, are committed to reducing this overspend further by financial year end.

### **Transportation and Logistics - £0.979m Overspend**

The pressure in school transport costs totalling £0.931m is as a result of several factors:-

- The effect of non-statutory school transport arrangements and ongoing transport policy anomalies;
- 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;
- Transporting enrolment cohort to Connah's Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement;
- An increase in number of school days for 2019/20

A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.

Increased transport provision to Social Services service users of £0.048m.

### **Service Delivery – £0.289m Overspend**

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 and currently total £0.150m. A claim to Welsh Government was submitted for these additional costs but unfortunately was not approved for funding.

Following ongoing vandalism to Household Recycling Centres, additional costs of £0.055m have been incurred, with further costs of £0.014m projected to maintain security and safety of the sites.

During the period before Christmas, staffing resources have been considerably impacted by an outbreak of Norovirus and this has resulted in unprecedented levels of sickness throughout the workforce. It should be noted that the level of staff absent due to sickness is averaging around 49 staff which includes 30 operatives, for which additional overtime or agency

cover is required in order to maintain service delivery which is projected to cost in the region of £0.070m.

### **Regulatory Services - £0.160m Overspend**

The Car Park income shortfall of £0.193m is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. In recent months, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing a potential increase in car parking income for the remaining months of 2019/20.

The waste strategy service are currently projecting an improved position of £0.076m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the original £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement in December 2019 and the service are currently reviewing the delivery of residual waste into the Parc Adfer site based on the most efficient method.

A reduction in the level of recycling income from cardboard and paper has occurred totalling £0.043m due to the third party implementing an immediate change to the tariff in January.

Other cumulative variances across the service reflect a £0.022m underspend.

1.07

### **Social Services**

The overall position for Social Services is a projected overspend of £0.120m, an adverse movement of £0.127m since Month 8.

There are some significant variances both adverse and favourable that underpin this position due to overspends within Children's Services and net underspends within Adults Services.

All details of variances are provided in Appendix 2 and consideration has been given to further realignment of budgets within the Portfolio to address changes in service delivery.

#### Additional Winter Pressures Grant

On 1 October Welsh Government announced additional funding of £30 million to support the delivery of frontline health and social care services this winter.

Of the £30 million, £17 million will be allocated to Regional Partnership Boards to promote integrated, regional planning. For Flintshire the allocation from this regional funding is £0.805m and will be awarded between Flintshire County Council and BCUHB. This funding is to be used towards additional services to meet demands on social care resources linked to winter pressures. Some of these additional pressures have already been drawn down from budgets and are reflected in the projected outturn.

	<p>Therefore, it is estimated that there will be £0.320m in funding to support these additional in-year front line pressures and this has been built into the figures since Month 7.</p> <p>On 24 January, 2020, a further £10 million funding was confirmed by the Minister for Health and Social Services. This is on top of the £30m from earlier this financial year, to support health and social care delivery in recognition of increased pressure this winter. It was confirmed that these funds should be channeled through the Regional Partnership Board (RPB) for approval and allocation across North Wales. It is intended that this funding should be invested across both Health and Social Care, with the priority being for spend on discharge services, step down capacity and home care/domiciliary care.</p> <p>Once confirmation is received of how much will be allocated via the RPB, a subsequent update will be provided to report on any funding that can be allocated against in-year front line pressures.</p>
1.08	<p><b>Central &amp; Corporate Finance</b></p> <p>Pension; £0.935m 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. Current monitoring 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; £0.150m 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. The position will continue to be reviewed in-year and any further improvement reported on in future monitoring reports.</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</p>

	<p>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 have resulted in an increase in the Councils updated 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 throughout the year. 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 £6.197m or 90% of the efficiencies will be achieved. However when taking into account of the conscious decision of Cabinet to re-phase the efficiency target from the reduction in Aura Subsidy this improves 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 3 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 £0.150m remained 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. At Month 10, there has been a reduction in recycling income due to the tariff in place being reduced at very short notice by the third party purchaser.</p>
1.15	<p><b>Schools Pressures</b></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 & Youth and the Section 151 Officer.

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%

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.

**1.16 Winter Maintenance**

The winter period to date has resulted in over 2,700 tonnes of salt being used on the roads and over 60 turnouts for the gritters to the end of January. With the uncertainty of weather for the remaining two months to the end of March, this will place further risk and uncertainty on maintaining a balanced position within the overall Winter Maintenance budget of £0.841m. As reported in paragraph 1.21, one-off Winter Maintenance Reserves totalling £0.250m are held in addition to the annual budget to meet extra costs in the event of an above average winter.

**1.17 Other In-Year Issues**

**Inflation**

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.

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.

**1.18 MTFS Impact**

The latest projection for the MTFS was considered by Cabinet in October and this was followed by consideration of pressures and efficiencies at

	<p>specific Scrutiny Committees throughout November and December. County Council endorsed the pressures and solutions identified to date at its meeting on 11th December.</p> <p>The Provisional Settlement for Flintshire was received on 16th December and the implications were reported to County Council on 28<sup>th</sup> January as part of the Stage 2 Budget update for 2020/21.</p> <p>The County Council report on the MTFs can be accessed via the link in 6.01.</p> <p><b>Further Risks for MTFs</b></p> <p>All Portfolios will continue to 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> <p>The in-year position will continue to be monitored as we move to finalise the budget process for 2020/21.</p>
1.19	<p><b>Reserves and Balances</b></p> <p>Un-earmarked Reserves</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) 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.</p>
1.20	<p>Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2020 is projected to be £3.203m as detailed in Appendix 4.</p>
1.21	<p><b>Earmarked Reserves</b></p> <p>The table below gives a summary of earmarked reserves as at 1 April 2019 and provides an estimate of projected balances as at the end of the current financial year.</p>

<b>Council Fund Earmarked Reserves 2019/20</b>		
<b>Monitoring Summary Month 9</b>		
<b>Reserve Type</b>	<b>Balance as at 01/04/19</b>	<b>Balance as at 31/03/20</b>
Service Balances	776,994	431,446
Specific Service Balances	78,081	77,337
Schools Balances	1,335,087	0
Single Status/Equal Pay	1,184,187	638,187
Investment in Organisational Change	1,039,115	1,747,892
Budget Strategy	208	208
Benefits Equalisation	318,370	318,370
County Elections	204,561	204,561
Local Development Plan (LDP)	180,000	180,000
Waste Disposal	82,648	67,648
Enterprise Centres	52,554	0
Design Fees	200,000	0
Winter Maintenance	250,000	250,000
Car Parking	47,440	0
Insurance Reserves	2,113,852	2,413,852
Cash Receipting Review	568	568
Flintshire Trainees	540,766	265,383
Rent Income Shortfall	70,000	0
Customer Service Strategy	33,000	22,468
Capita One	18,827	18,827
Supervision Fees	48,798	48,798
Transportation Review	84,200	0
LMS Curriculum	383,440	255,559
Organisational Change/ADM	99,965	61,902
Solar Farms	42,440	0
Tribunal Costs	150,000	0
Property Claims	45,000	0
Grants & Contributions	3,933,806	2,690,262
<b>Total</b>	<b>13,313,906</b>	<b>9,693,267</b>
1.22	<p>The projected level of school balances are currently being reviewed in detail as we near the end of the financial year. At this stage however, there is a significant risk that overall balances could fall into an overall net negative position. However, in the past schools have benefitted from the notification of late in-year external grant funding opportunities which would positively impact on year end balances. More detail on the secondary school deficit position is included in paragraph 1.13. The final overall position will be reported in the final outturn report.</p>	
1.23	<p><b>Housing Revenue Account</b></p> <p>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.</p>	

1.24	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.
1.25	The monitoring for the HRA is projecting in year expenditure to be £0.103m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.220m, which at 3.37% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.26	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>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The Revenue Budget Monitoring Report reflects the 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 1.17.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None required

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 8 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Medium Term Financial Strategy and Council Fund Revenue Budget 2020/21 Stage Two <a href="http://committeemeetings.flintshire.gov.uk/documents/g4472/Public%20reports%20pack%2028th-Jan-2020%2014.00%20Flintshire%20County%20Council.pdf?T=10&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/documents/g4472/Public%20reports%20pack%2028th-Jan-2020%2014.00%20Flintshire%20County%20Council.pdf?T=10&amp;LLL=0</a>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Dave Ledsham (Strategic Finance Manager) <b>Telephone:</b> 01352 704503

**E-mail:** [dave.ledsham@flintshire.gov.uk](mailto:dave.ledsham@flintshire.gov.uk)

## 8.00 GLOSSARY OF TERMS

8.01 **Budget:** 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.

**Council Fund:** the fund to which all the Council's revenue expenditure is charged.

**Financial Year:** the period of twelve months commencing on 1 April.

**Housing Revenue Account:** 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.

**Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

**Reserves:** 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

**Revenue:** 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.

**Underspend:** when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.

**Variance:** 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.

**Virement:** 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.

**Medium Term Financial Strategy:** 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.

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

**MONTH 9 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	-0.040	The projected income from Funded Nursing Care has increased by £0.044m, this is based on the actual third quarter claim and the estimated fourth quarter claim.
Minor Variances	-0.012	
<b>Adults of Working Age</b>		
Resources & Regulated Services	0.142	This increase in cost is due to net changes to current care packages and increased care provider fees.
Disability Services	-0.045	The contributions recieved from Welsh Government towards young adults care packages have exceeded the expected level of contribution.
Residential Placements	0.047	This is the net increase to Mental Health residential care placements.
Minor Variances	0.029	
<b>Children's Services</b>		
Professional Support	0.050	This variance consists of several variances which include; an increased contribution for the regional Emergency Duty Team of £0.015m, costs due to the appointment of a Childrens Services Assistant post £0.010m, increases to agency costs due to contract extension of £0.007m and an increase to costs supporting young adults leaving our care £0.007m. There are also a number of smaller variances contributing to the overall variance.
Minor Variances	-0.017	
<b>Safeguarding &amp; Commissioning</b>		
Training	-0.033	The number of training courses which will be attended or hosted have been reduced.
Minor Variances	0.005	
<b>Total Social Services (excl Out of County)</b>	<b>0.127</b>	
<b>Out of County</b>		
Children's Services	-0.054	Net impact of new and ended placements and other minor movements including rate changes
Education & Youth	0.030	Net impact of new and ended placements and other minor movements including rate changes
<b>Total Out of County</b>	<b>-0.024</b>	
<b>Education &amp; Youth</b>		
Minor Variances	0.009	
<b>Total Education &amp; Youth</b>	<b>0.009</b>	
<b>Schools</b>	<b>-0.000</b>	
<b>Streetscene &amp; Transportation</b>		
Service Delivery	0.089	Increased expenditure relating to cover for staff sickness and to increased vandalism and clean up and repair costs at Household Recycling Centres.
Regulatory Services	0.036	Reduction in Recycling Income due to short notice tariff change by third party purchaser.
Other Minor Variances	0.008	
<b>Total Streetscene &amp; Transportation</b>	<b>0.134</b>	
<b>Planning, Environment &amp; Economy</b>		
Minor Variances	0.006	
<b>Total Planning &amp; Environment</b>	<b>0.006</b>	

## MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>People &amp; Resources</b>		
HR & OD	-0.030	Vacancy Savings
Corporate Finance	-0.012	
<b>Total People &amp; Resources</b>	<b>-0.042</b>	
<b>Governance</b>		
Revenues	-0.077	Further efficiencies identified following delay to Service Review and revised outturn projection for Establishment Costs
Minor Variances	0.030	Number of minor variances each below £0.025m
<b>Total Governance</b>	<b>-0.047</b>	
<b>Strategic Programmes</b>		
Minor Variances	-0.000	
<b>Total Strategic Programmes</b>	<b>-0.000</b>	
<b>Housing &amp; Assets</b>		
Benefits	-0.053	Net impact of increased underspend on the Council Tax reduction scheme offset by other service pressures including postages and discretionary housing payments
Housing Solutions	-0.083	Reduced use of Bed and Breakfast accommodation due to effectiveness of strategic use of temporary accommodation
Minor Variances	-0.015	
<b>Total Housing &amp; Assets</b>	<b>-0.151</b>	
<b>Chief Executive's</b>	<b>0.015</b>	
<b>Central &amp; Corporate Finance</b>	<b>-0.253</b>	Over recovery of planned pension contributions recoupment against actuarial projections, revised projection at Period 09. A VAT windfall of £0.130m has been received for late payment of a VAT Claim by HMRC (5% of £2.6m)
<b>Grand Total</b>	<b>-0.226</b>	

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	18.815	17.737	-1.078	-1.039	Residential and Nursing Care is projecting a £0.583m underspend due to a fluctuation in demand for residential and nursing care placements and increases to capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are top of grade and there are in-year savings due to short term vacancies. One off funding for Additional Winter Pressures Grant from WG totalling £0.320m.	
Resources & Regulated Services	7.155	7.548	0.393	0.404	Council provided residential care is expected to be £0.390m overspent due mostly 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 to cover sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance. Council provided homecare is projected to be £0.133m overspent due to demand. Extra care is reporting an underspend of £0.134m as the extra care facility in Holywell opened part way through the year so full year costs have not been incurred.	There has been increased sickness absences within this service area over the last month, absences are often covered by increasing some employees hours and sometimes using agency. There may be an increase in costs reported next month reflecting the cost of covering these absences.
Minor Variances	1.224	1.196	-0.028	-0.027		
<b>Adults of Working Age</b>						
Resources & Regulated Services	24.170	23.924	-0.247	-0.389	The outturn projection represents the current cost of care packages until the end of the financial year.	The 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 present 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 months financial projections.
Disability Services	0.648	0.564	-0.085	-0.040	The outturn represents the current cost of care packages and contribution from Welsh Government.	
Transition & Disability Services	0.718	0.661	-0.058	-0.060	This service is expected to underspend due to in-year vacancy savings and not all staff paid at top of scale.	
Residential Placements	1.241	1.901	0.660	0.612	The overspend is due to the number of residential placements based on service demand.	This service is demand led and can experience volatility in terms of new service users entering the service.

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Minor Variances	3.113	3.006	-0.107	-0.133	Net total of service variances under £0.050m	
<b>Children's Services</b>						
Family Placement	2.564	2.877	0.313	0.323	The overspend is due to current demands on the service from the number of fostering placements, which in some instances avoid making an Out of County placement which would be more expensive. The main pressure areas are payments for foster carers, foster agencies and special guardianship payments.	
Family Support	0.371	0.517	0.146	0.148	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 increased to a level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	
Legal & Third Party	0.178	0.479	0.301	0.309	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have also increased in demand.	
Professional Support	5.237	5.363	0.126	0.075	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 agency costs as agency rates are 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	1.132	1.156	0.024	0.020		
<b>Safeguarding &amp; Commissioning</b>						
Business Support Service	1.204	1.132	-0.072	-0.092	The underspend is due to a number of short term vacancy savings and some posts occupied by staff who are not top of grade.	
Commissioning	0.624	0.565	-0.059	-0.041	External funding has been used on a one off basis to fund posts on a temporary basis.	
Management & Support	-1.929	-1.720	0.209	0.207	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	-0.019	-0.243	-0.224	-0.224	Short term vacancy savings transferred across the portfolio.	
Minor Variances	-0.503	-0.597	-0.093	-0.062	Net total of service variances under £0.050m	

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Total Social Services (excl Out of County)</b>	<b>65.944</b>	<b>66.064</b>	<b>0.120</b>	<b>-0.007</b>		
<b>Out of County</b>						
Children's Services	5.288	6.810	1.522	1.576	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	4.278	0.533	0.503	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
<b>Total Out of County</b>	<b>9.033</b>	<b>11.088</b>	<b>2.055</b>	<b>2.080</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	4.095	4.013	-0.082	-0.082	Savings identified as part of non-essential spend review - Education welfare service savings - delays in recruitment and PRU management training and capitation saving	
Integrated Youth Provision	1.290	1.180	-0.111	-0.105	Underspends across the whole of the service identified through the challenge of non-essential spend	
School Improvement Systems	1.702	1.590	-0.112	-0.124	In year savings identified through the challenge of non-essential spend across School Improvement and Early Entitlement. A significant majority of the underspend relates solely to Early Entitlement due to demography and a reduction in the number of settings requiring funding.	
Minor Variances	1.447	1.420	-0.027	-0.031		
<b>Total Education &amp; Youth</b>	<b>8.534</b>	<b>8.203</b>	<b>-0.331</b>	<b>-0.341</b>		
<b>Schools</b>	<b>91.941</b>	<b>91.941</b>	<b>0.000</b>	<b>0.000</b>		
<b>Streetscene &amp; Transportation</b>						

**Budget Monitoring Report  
Council Fund Variances**

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Service Delivery	8.558	8.847	0.289	0.200	<p>The service has incurred additional revenue pressures from responding to 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 to and repairing the highway along with costs of plant and materials. A claim to Welsh Government was unsuccessful and the service is attempting to mitigate some of these costs. 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. It should be noted that the previously reported level of pressure due to vandalism at Household Recycling Centres of £0.050m, is anticipated to rise as the year progresses and has increasingly become a challenge at each of the sites. The current cost incurred is running at a level of around £0.005m each month and is ongoing. Managers are actively working to support the staff operating the sites and taking action to ensure the safety of the sites. During December, staff have been considerably impacted by an outbreak of Norovirus and this has resulted in unprecedented levels of sickness throughout the workforce. It should be noted that the level of staff absent due to sickness is averaging around 49 people which include 30 operatives who all require overtime or</p>	

Tudalen 269

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

**MONTH 9 - SUMMARY**

Tudalen 270

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Transportation	8.598	9.577	0.979	0.986	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. There is a risk that School Transport costs may rise as a result of SEN and operator increases, this is a Regional matter and the impact is being felt across all Councils in North Wales. There is also an increase in number of school days in 2019-20. The Transportation service have successfully reviewed high cost routes and retendered contracts where a more favourable rate may be secured. Unfortunately, the commencement of new routes during December have resulted in an increase in costs offsetting the benefit of retendering routes. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	
Regulatory Services	4.838	4.998	0.160	0.124	Car Parking Income has been reflected as a pressure as income is not reaching budgeted levels, although the November and December takings have improved the position marginally, this will be closely monitored going forward to assure forecasts. The waste strategy service are likely to have an improved position of up to £0.076m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement in December 2019. This takes account of the recharge for Parc Adfer project support being updated. A tariff change by a third party purchaser in respect of recycling income has resulted in an additional pressure of £0.043m which was only notified at very short notice in December.	
Other Minor Variances	8.360	8.338	-0.022	-0.037		
<b>Total Streetscene &amp; Transportation</b>	<b>30.353</b>	<b>31.760</b>	<b>1.406</b>	<b>1.273</b>		

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Planning, Environment &amp; Economy</b>						
Development	0.030	-0.035	-0.065	-0.061	Higher than expected levels of Planning Fee Income received in the first three quarters of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. Increased fee income in Highways Development Control also contributes to the overall favourable variance.	
Access	1.337	1.400	0.063	0.066	Historic income target not realised due to cessation of Environment Single Revenue Grant in March, 2019 £0.027m. Service Review in Rights of Way resulting in increased staffing costs £0.028m Minor Variances £0.008m	
Management & Strategy	1.467	1.396	-0.072	-0.059	Vacant posts across the service: Land Drainage and Planning Policy	
Minor Variances	3.064	3.133	0.070	0.044	Net total of service variances under £0.050m	
<b>Total Planning &amp; Environment</b>	<b>5.897</b>	<b>5.893</b>	<b>-0.004</b>	<b>-0.010</b>		
<b>People &amp; Resources</b>						
HR & OD	2.367	2.399	0.032	0.062	The launch of the salary sacrifice scheme for AVSC was undertaken earlier this year and all existing employees paying AVSC have been written to encouraging them to take up the scheme together with information for all staff via the infonet workforce news. To date only £0.009m has been achieved through this scheme and this has been estimated to a full year efficiency at £0.018m. At period 09 this has been mitigated by vacancy savings £0.030m	
Corporate Finance	2.073	2.086	0.014	0.026		
<b>Total People &amp; Resources</b>	<b>4.439</b>	<b>4.485</b>	<b>0.046</b>	<b>0.088</b>		
<b>Governance</b>						
Legal Services	0.723	0.895	0.172	0.160	Overspend as a result of employing locums to March, 2020 covering absence to ensure continuing client service delivery in the area of child protection £0.146m; together with previous years efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.091m. Total overspend is mitigated by higher than expected fee income and commitment challenge across the service £0.065m	
Internal Audit	0.834	0.785	-0.049	-0.046	Vacancy Savings	

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Revenues	0.197	-0.120	-0.317	-0.240	An early indication of a potential surplus on the Council Tax Fund, Revenues is projecting a favourable variance as a direct result of the ongoing review of council tax single person discount entitlements and the removal of discounts where taxpayers are determined as not entitled to the 25% discount. The review is still ongoing and the efficiency savings projection is based on current information at the time of reporting. At Period 9 further efficiencies have been identified through delaying implementation of a Service Review and revised outturn projection for establishment costs of £0.077m.	
Minor Variances	7.449	7.410	-0.039	-0.061		
<b>Total Governance</b>	<b>9.203</b>	<b>8.969</b>	<b>-0.234</b>	<b>-0.186</b>		
<b>Strategic Programmes</b>						
Minor Variances	5.272	5.272	-0.000	0.000		
<b>Total Strategic Programmes</b>	<b>5.272</b>	<b>5.272</b>	<b>-0.000</b>	<b>0.000</b>		
<b>Housing &amp; Assets</b>						
Caretaking & Security	0.263	0.213	-0.050	-0.057	Savings identified arising from the review and challenge of non-essential spend, of which £0.034m relates to staff cost savings from vacancies and reduced overtime payments. A further £0.015m saving on R and M of buildings arose from the challenge of non essential spend making a total of £0.049m for this service, with the remaining £0.001m relating to other minor savings.	Continue to review and challenge all non essential spend in future months.
CPM & Design Services	0.673	0.593	-0.079	-0.077	Mainly due to a surplus of income recovered via Service Level Agreements (SLAs) and also £0.012m arising from the review and challenge of non-essential spend.	Continue to review and challenge all non essential spend in future months.
Benefits	11.566	11.238	-0.328	-0.275	Projected underspend on the Council Tax Reduction Scheme (CTRS) of -£0.480m, which is partly offset by other service pressures including Postages (+£0.050m) and Discretionary Housing Payments (+£0.058m) and other minor variances amounting to a net +£0.044m.	
Housing Solutions	1.062	0.873	-0.188	-0.105	Management savings due to ongoing vacancies and savings on Bed and Breakfast accommodation charges due to the success and effectiveness of use of temporary accommodation.	Continue to monitor and review
Minor Variances	1.608	1.638	0.030	0.050		
<b>Total Housing &amp; Assets</b>	<b>15.171</b>	<b>14.556</b>	<b>-0.615</b>	<b>-0.465</b>		
<b>Chief Executive's</b>	<b>2.760</b>	<b>2.631</b>	<b>-0.129</b>	<b>-0.144</b>	Vacant Posts across the Service	

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

**MONTH 9 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Central & Corporate Finance	22.802	22.154	-0.648	-0.395	Over recovery of planned pension contributions recoupment against actuarial projections due to pay award increase mitigated by the under achievement of Income efficiencies and Workforce efficiencies. Windfall income received of £0.130m for late payment of a VAT claim by HMRC which was due to the Council within an agreed timescale (5% of £2.6m).	
<b>Grand Total</b>	<b>271.350</b>	<b>273.016</b>	<b>1.666</b>	<b>1.892</b>		

2019/20 Efficiencies Outturn Tracker (Month 9)

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	Change in accounting Policy for MRP	Liz Thomas	1.400	1.400	0.000	C	G	N/A
New Income Targets* (See below for further breakdown)	Additional Income Target 19/20	All	0.100	0.000	(0.100)	O	A	See income analysis below
Management of Workforce and Inflation cost pressures	Corporate Financing Efficiency for Pensions/Auto Enrolment & 17/18 Inflation	Gary Ferguson	1.144	1.144	0.000	C	G	N/A
Workforce Terms and Conditions	Essential Car User Allowance/Travel/AVC	Sara Dulson/Sharon Carney	0.250	0.100	(0.150)	O	A	To be confirmed
ADM Subsidies		Rachael Corbelli	0.400	0.285	(0.115)	C	G	Agreed re-profiling of subsidy reduction
Reduction in Corporate Management Costs		Joanne Pierce	0.250	0.256	0.006	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing
HRA/Council Fund Recharges		Rachael Corbelli	0.158	0.158	0.000	O	G	N/A
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>3.493</b>	<b>(0.359)</b>			
<b>Social Services</b>								
Domiciliary Care Charging Cap		Neil Ayling	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	0.030	0.000	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>0.035</b>	<b>0.000</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.
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>			Impact of not achieving the efficiency included in the Additional School Transport Costs range in the Month 2 report.
<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% £68k)		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>6.197</b>	<b>(0.742)</b>			

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Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
Revised 2019/20 Budget Efficiencies		<u>6.824</u>	<u>6.197</u>
			<u>(0.627)</u>

Total 2019/20 Budget Efficiencies		100	6.939
Total Projected 2019/20 Budget Efficiencies Underachieved		-11	(0.742)
Total Projected 2019/20 Budget Efficiencies Achieved		89	6.197
Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)		100	6.824
Total Projected 2019/20 Budget Efficiencies Underachieved		-9	(0.627)
Total Projected 2019/20 Budget Efficiencies Achieved		91	6.197

<b>* New Income Targets</b>			
	£m		
Income Target Efficiency from Previous Years	(0.207)		
Income Efficiency 19/20	(0.100)		
Total Income Efficiency	<u>(0.307)</u>		

	Efficiency	Amount Achieved	(Under)/Over Achievement
	2019/20	2019/20	2019/20
	£m	£m	£m
<b>19/20 New Income Efficiencies from Business Planning</b>			
<b>Corporate</b>			
Graphics Income	(0.005)	(0.005)	0.000
Management Recharge	(0.016)	(0.016)	0.000
<b>Social Services</b>			
Integrated Services	(0.010)	(0.010)	0.000
Workforce Development Income	(0.005)	(0.005)	0.000
<b>Streetscene</b>			
Income from external works within fleet services	(0.010)	(0.010)	0.000
Garden Waste Charges	(0.050)	(0.050)	0.000
Bereavement Services (01.10.19 to 31.03.20)	(0.003)	(0.003)	0.000
<b>Planning, Environment &amp; Economy</b>			
Planning Fee Income	(0.025)	(0.025)	0.000
Countryside & Conservation	(0.023)	(0.023)	0.000
Business & Community - Food Safety, Taxi Licences, Pest Control & Weights & Measures (01.10.19 to 31.03.20)	(0.010)	(0.010)	0.000
Total 19/20 Income Efficiency	<u>(0.157)</u>	<u>(0.157)</u>	<u>0.000</u>
Total Balance Remaining	<u>(0.150)</u>		

New against target due to increase in fees from 1/10/19  
 Remaining amount is from from BP efficiencies in 19/20 budget

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2019	14.021	
Less - Base Level	(5.769)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		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		1.666
<b>Total Contingency Reserve available for use</b>		<b>3.203</b>

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

**MONTH 9 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(36.239)	(36.099)	0.140	0.163	There is a projected pressure of £0.140m on income. Of this pressure, £0.159m relates to loss of rental income on void properties and £0.049m relates to loss of income on garages which are not tenanted. Additional rental income due to the handover of new properties is projected to be (£0.057m). The remaining £0.012m relates to other minor variances.	
Capital Financing - Loan Charges	8.380	8.380	0.000	0.000		
Estate Management	1.707	1.672	(0.036)	(0.036)	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 (£0.102m). Other minor variances of £0.015m.	
Landlord Service Costs	1.429	1.402	(0.027)	(0.041)	Net saving in respect of the gardening and hedge cutting contract and other subcontractor expenditure of (£0.033m). Other minor variances £0.006m.	
Repairs & Maintenance	8.560	8.514	(0.046)	(0.059)	Saving in respect of DLO salaries of (£0.060m). Increase in Fleet charges £0.22m. Other minor variances (£0.008m).	Continue to monitor and review.
Management & Support Services	2.442	2.513	0.070	0.102	Anticipated additional expenditure of £0.230m in respect of insurance excesses which will be partially mitigated by salary savings of (£0.086m), a reduction in IT expenditure of (£0.037m), reduced training costs of (£0.010m) and other minor variances of (£0.027m).	
Capital Expenditure From Revenue (CERA)	13.717	13.717	0.000	0.000		
HRA Projects	(0.155)	(0.154)	0.001	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.055	(0.103)	(0.131)	Reduction in contribution to reserves of £0.103m 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>	<b>0.000</b>		

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## CABINET

<b>Date of Meeting</b>	Tuesday 18th February 2020
<b>Report Subject</b>	Capital Programme Monitoring 2019/20 (Month 9)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</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 9 (December 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net decrease of £19.009m during the period. This is comprised of:-

- Net decreases in the programme of £13.544m (Council Fund (CF) £8.141m, Housing Revenue Account (HRA) £5.403m);
- Carry Forward to 2020/21, approved at Month 6 of £5.115m (all CF)
- Identified saving at Month 6 of £0.350m (CF)

Actual expenditure was £43.367m.

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 reported Month 6 funding position for the 3 year period ending in 2021/22 was a shortfall of £0.723m. In year receipts received have increased by £0.030m from Month 6 to give a revised projected shortfall in the Capital Programme at Month 9 of £0.693m for the 2019/20 – 2021/22 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

## RECOMMENDATIONS

1	Cabinet are requested to approve the overall report.
2	Cabinet are requested to approve the carry forward adjustments set out at 1.15.
3	Cabinet are requested to approve the funding of schemes from the current 'headroom', as set out in 1.18 and use of savings identified in 1.17
4	Cabinet are requested to approve the use of the Economic Stimulus funding, as set out in 1.19.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 9 CAPITAL PROGRAMME MONITORING POSITION - 2019/20</b>
1.01	<b>Background</b> <p>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.</p>
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.
1.03	<b>Changes since Budget approval</b> <p>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:-</p>

**Table 1**

REVISED PROGRAMME	Original Budget 2019/20 £m	Carry Forward from 2018/19 £m	2019/20 Previously Reported			Changes - This Period £m	Revised Budget 2019/20 £m
			Changes	Carry Forward to 2020/21	Savings		
			£m	£m	£m		
People & Resources	0.250	0.203	(0.125)	0.000	0.120	0.212	0.660
Governance	1.057	0.199	0.001	(0.100)	(0.120)	0.000	1.037
Education & Youth	9.943	4.336	4.195	(4.800)	0.000	(0.211)	13.463
Social Services	1.001	3.084	6.235	0.000	0.000	(5.021)	5.299
Planning, Environment & Economy	0.000	0.661	0.799	0.000	0.000	0.322	1.782
Streetscene & Transportation	0.600	1.403	9.637	(0.497)	0.000	1.405	12.548
Strategic Programmes	0.700	0.424	1.175	(0.135)	0.000	0.045	2.209
Housing & Assets	14.200	1.620	0.838	0.000	(0.350)	(4.893)	11.415
<b>Council Fund Total</b>	<b>27.751</b>	<b>11.930</b>	<b>22.755</b>	<b>(5.532)</b>	<b>(0.350)</b>	<b>(8.141)</b>	<b>48.413</b>
<b>HRA Total</b>	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>0.000</b>	<b>0.000</b>	<b>(5.403)</b>	<b>29.329</b>
<b>Programme Total</b>	<b>61.959</b>	<b>11.930</b>	<b>23.279</b>	<b>(5.532)</b>	<b>(0.350)</b>	<b>(13.544)</b>	<b>77.742</b>

1.04

**Carry Forward from 2018/19**

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.

1.05

**Changes during this period**

Funding changes during this period have resulted in a net decrease in the programme total of £13.544m (CF £8.141m, HRA £5.403m). 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>		
Economic Stimulus Funding	1.06	0.922
Active Travel Fund Grant	1.07	0.683
Absorbent Hygiene Product (AHP) Waste	1.08	0.282
Gypsy and Traveller Capital Grant	1.09	0.250
Other Aggregate Increases		0.477
		2.614
<b>Decreases</b>		
Affordable Housing	1.10	(5.391)
Childcare Offer Capital Grant	1.11	(5.153)
Other Aggregate Decreases		(0.211)
		(10.755)
<b>Total</b>		<b>(8.141)</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Other Aggregate Increases		0.000
		0.000
<b>Decreases</b>		
SHARP	1.10	(5.403)
Other Aggregate Decreases		0.000
		(5.403)
<b>Total</b>		<b>(5.403)</b>

1.06	Introduction of Economic Stimulus Funding from Welsh Government (WG). Further details are discussed in paragraph 1.19.
1.07	Additional allocation of grant funding has been received from WG for the development of further Active Travel Schemes in the County.
1.08	Introduction of grant funding from WG in relation to capital support for the implementation and expansion of separate household collections of absorbent hygiene product waste.
1.09	Introduction of grant funding from WG for refurbishment work at the Riverside Traveller site in Queensferry.
1.10	As part of the Strategic Housing and Regeneration Programme (SHARP), the Council are building new social and affordable houses. The programme is currently developing the 3 <sup>rd</sup> batched sites which will be incurred over two

	financial years, re-profiling of Prudential Borrowing has been carried out to match projected actual expenditure.																																																																																																																	
1.11	The Childcare Offer Capital grant was awarded over two financial years up to 2020/21. The budget has been re-profiled to match projected actual expenditure over both financial years.																																																																																																																	
1.12	<p><b>Capital Expenditure compared to Budget</b></p> <p>Expenditure as at Month 9, across the whole of the Capital Programme was £43.367m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 55.78% of the budget has been spent (CF 44.09%, HRA 75.09%). Corresponding figures for Month 9 2018/19 were 58.03% (CF 55.30%, HRA 62.52%).</p>																																																																																																																	
1.13	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £4.372m on the Council Fund and a break even position on the HRA.</p> <p><b>Table 3</b></p> <table border="1"> <thead> <tr> <th rowspan="2">EXPENDITURE</th> <th>Revised Budget</th> <th>Outturn Expenditure</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People &amp; Resources</td> <td>0.660</td> <td>0.000</td> <td>0.00</td> <td>0.660</td> <td>0.000</td> </tr> <tr> <td>Governance</td> <td>1.037</td> <td>0.111</td> <td>10.70</td> <td>0.262</td> <td>(0.775)</td> </tr> <tr> <td>Education &amp; Youth</td> <td>13.463</td> <td>10.060</td> <td>74.72</td> <td>12.486</td> <td>(0.977)</td> </tr> <tr> <td>Social Services</td> <td>5.299</td> <td>1.741</td> <td>32.86</td> <td>5.149</td> <td>(0.150)</td> </tr> <tr> <td>Planning, Environment &amp; Economy</td> <td>1.782</td> <td>0.799</td> <td>44.84</td> <td>1.191</td> <td>(0.591)</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>12.548</td> <td>3.690</td> <td>29.41</td> <td>12.248</td> <td>(0.300)</td> </tr> <tr> <td>Strategic Programmes</td> <td>2.209</td> <td>1.479</td> <td>66.95</td> <td>2.168</td> <td>(0.041)</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>11.415</td> <td>3.463</td> <td>30.34</td> <td>9.877</td> <td>(1.538)</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>48.413</b></td> <td><b>21.343</b></td> <td><b>44.09</b></td> <td><b>44.041</b></td> <td><b>(4.372)</b></td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.082</td> <td>0.578</td> <td>53.42</td> <td>1.082</td> <td>0.000</td> </tr> <tr> <td>Energy Schemes</td> <td>0.639</td> <td>0.460</td> <td>71.99</td> <td>0.639</td> <td>0.000</td> </tr> <tr> <td>Major Works</td> <td>1.871</td> <td>1.919</td> <td>102.57</td> <td>2.371</td> <td>0.500</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.728</td> <td>0.373</td> <td>51.24</td> <td>0.728</td> <td>0.000</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.624</td> <td>14.758</td> <td>79.24</td> <td>18.124</td> <td>(0.500)</td> </tr> <tr> <td>SHARP Programme</td> <td>6.385</td> <td>3.936</td> <td>61.64</td> <td>6.385</td> <td>0.000</td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>29.329</b></td> <td><b>22.024</b></td> <td><b>75.09</b></td> <td><b>29.329</b></td> <td><b>0.000</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>77.742</b></td> <td><b>43.367</b></td> <td><b>55.78</b></td> <td><b>73.370</b></td> <td><b>(4.372)</b></td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over	£m	£m	%	£m	£m	People & Resources	0.660	0.000	0.00	0.660	0.000	Governance	1.037	0.111	10.70	0.262	(0.775)	Education & Youth	13.463	10.060	74.72	12.486	(0.977)	Social Services	5.299	1.741	32.86	5.149	(0.150)	Planning, Environment & Economy	1.782	0.799	44.84	1.191	(0.591)	Streetscene & Transportation	12.548	3.690	29.41	12.248	(0.300)	Strategic Programmes	2.209	1.479	66.95	2.168	(0.041)	Housing & Assets	11.415	3.463	30.34	9.877	(1.538)	<b>Council Fund Total</b>	<b>48.413</b>	<b>21.343</b>	<b>44.09</b>	<b>44.041</b>	<b>(4.372)</b>	Disabled Adaptations	1.082	0.578	53.42	1.082	0.000	Energy Schemes	0.639	0.460	71.99	0.639	0.000	Major Works	1.871	1.919	102.57	2.371	0.500	Accelerated Programmes	0.728	0.373	51.24	0.728	0.000	WHQS Improvements	18.624	14.758	79.24	18.124	(0.500)	SHARP Programme	6.385	3.936	61.64	6.385	0.000	<b>Housing Revenue Account Total</b>	<b>29.329</b>	<b>22.024</b>	<b>75.09</b>	<b>29.329</b>	<b>0.000</b>	<b>Programme Total</b>	<b>77.742</b>	<b>43.367</b>	<b>55.78</b>	<b>73.370</b>	<b>(4.372)</b>
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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.																																																																																																																	

1.15	<p><b>Carry Forward into 2020/21</b></p> <p>During the quarter carry forward of £4.034m (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.</p>																																																						
1.16	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p><b>Table 4</b></p> <table border="1" data-bbox="336 533 1385 1160"> <thead> <tr> <th rowspan="2"><b>CARRY FORWARD INTO 2020/21</b></th> <th><b>Month 4</b></th> <th><b>Month 6</b></th> <th><b>Month 9</b></th> <th><b>Total</b></th> </tr> <tr> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>Streetscene &amp; Transportation</td> <td>0.497</td> <td>0.000</td> <td>0.000</td> <td>0.497</td> </tr> <tr> <td>Strategic Programmes</td> <td>0.120</td> <td>0.015</td> <td>0.041</td> <td>0.176</td> </tr> <tr> <td>Governance</td> <td>0.000</td> <td>0.100</td> <td>0.775</td> <td>0.875</td> </tr> <tr> <td>Education &amp; Youth</td> <td>(0.200)</td> <td>5.000</td> <td>0.977</td> <td>5.777</td> </tr> <tr> <td>Social Services</td> <td>0.000</td> <td>0.000</td> <td>0.150</td> <td>0.150</td> </tr> <tr> <td>Planning, Environment &amp; Economy</td> <td>0.000</td> <td>0.000</td> <td>0.591</td> <td>0.591</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>0.000</td> <td>0.000</td> <td>1.500</td> <td>1.500</td> </tr> <tr> <td><b>Council Fund</b></td> <td><b>0.417</b></td> <td><b>5.115</b></td> <td><b>4.034</b></td> <td><b>9.566</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>0.417</b></td> <td><b>5.115</b></td> <td><b>4.034</b></td> <td><b>9.566</b></td> </tr> </tbody> </table>	<b>CARRY FORWARD INTO 2020/21</b>	<b>Month 4</b>	<b>Month 6</b>	<b>Month 9</b>	<b>Total</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	Streetscene & Transportation	0.497	0.000	0.000	0.497	Strategic Programmes	0.120	0.015	0.041	0.176	Governance	0.000	0.100	0.775	0.875	Education & Youth	(0.200)	5.000	0.977	5.777	Social Services	0.000	0.000	0.150	0.150	Planning, Environment & Economy	0.000	0.000	0.591	0.591	Housing & Assets	0.000	0.000	1.500	1.500	<b>Council Fund</b>	<b>0.417</b>	<b>5.115</b>	<b>4.034</b>	<b>9.566</b>	<b>TOTAL</b>	<b>0.417</b>	<b>5.115</b>	<b>4.034</b>	<b>9.566</b>
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1.17	<p><b>Savings</b></p> <p>The following savings have been identified in the programme in this quarter.</p> <ul style="list-style-type: none"> <li>• Flintshire Food Enterprise - £0.038m. 'Headroom' approval of £0.100m was given at Month 6 for delivery of a new social enterprise business. The Council has since received £0.038m grant funding in relation to Food Poverty. It is recommended to return £0.038m of funding back to 'headroom' provision.</li> <li>• Solar Farms - £0.300m. Consideration was being given around the development of a private wire to Alltami Depot from Brookhill solar farm funded with retained budget from this scheme. Cabinet agreed to use this budget as additional capital towards the solar PV schemes at Flint Landfill and Crumps Yard, Connahs Quay in December 2019.</li> </ul>																																																						
1.18	<p><b>Additional Allocations</b></p> <p>Additional allocations have been identified in the programme in this quarter as follows:</p> <ul style="list-style-type: none"> <li>• Holywell Leisure Centre (HLC) Structural Works - £0.030m. Following the approval of £0.110m at Month 6, additional costs</li> </ul>																																																						

	<p>relating to extra asbestos removal have been identified resulting in the request of an additional £0.030m.</p> <p>This can be funded from within the current 'headroom' provision.</p> <p><u>Health &amp; Safety Provision</u></p> <ul style="list-style-type: none"> <li>• Catering Equipment Investment - £0.023m. A request has been received from NEWydd Catering &amp; Cleaning for funding to purchase two new dishwashers in kitchens at Sychdyn County Primary School and Saint Richard Gwyn High School to replace open sterilising sinks.</li> </ul> <p>The funding will be provided from the remaining balance of the Health and Safety provision.</p> <p><u>Play Areas - 2019/20 match funding schemes</u></p> <p>Following expressions of interest from Town and Community Councils in relation to the 2019/20 match funding scheme for children's play areas, the scheme was over subscribed by £0.048m against its annual revenue allocation of £0.105m. This shortfall is to be mitigated for the play areas capital allocation brought forward from the previous financial year.</p>
1.19	<p><b>Economic Stimulus Funding</b></p> <p>In September 2019, WG announced the details of an additional £20m capital funding for local government in Wales, of which Flintshire's allocation is £0.922m. The purpose is to support the economy of Wales in the event of a 'no deal' Brexit.</p> <p>Following the approval of schemes in the Month 6 report, this left a balance of £0.452m of funding to be spent. It is recommended that the funding is used for the following schemes that have been identified:</p> <ul style="list-style-type: none"> <li>• Charging Points - £0.052m. A County wide feasibility study has been actioned to identify the most suitable and economically viable locations to introduce the first phase of charging points in Flintshire. A total of eight priority locations have been identified for implementation.</li> <li>• Deeside Industrial Park Shuttle Bus - £0.180m. To purchase an additional 28 seater shuttle bus required to service the Deeside Industrial Park. The integrated transport proposal will utilise the shuttle buses to provide a 10 minute service around the park intersecting with the 3 key hubs which include the Park and Ride, Deeside Parkway Station and the shuttle interchange.</li> <li>• Roundabout Improvements - £0.100m. To develop or redesign roundabouts across the County to improve their overall presentation and remove maintenance issues. This could lead to potential marketing opportunities and income generation for the Council.</li> </ul>

	<ul style="list-style-type: none"> <li>• Tourism Signage - £0.040m. To develop a programme of 'Brown &amp; White' signs for sites of cultural or natural significance and to develop use of the open spaces along the Dee coastline.</li> <li>• Mold Bus Station Upgrade Phase 2 - £0.050m. Funding will be used to upgrade the toilets and introduce a one-way system in the bus station. New Street toilets will close providing more parking and space for Electric Vehicle Charging Points. This will support the project currently being funded by Mold Town Council.</li> <li>• Town Centre Refurbishments - £0.030m. Funding will be to invest in green improvements in town centre locations across the County.</li> </ul> <p>The Council will look at producing a strategy around the wider review of town centre improvements. This will help the management and delivery of a package of works within towns.</p>
1.20	<p><b>Capital Funding Grant towards Schools Maintenance Budgets</b></p> <p>On the 10<sup>th</sup> January 2020, the Council were awarded £2.185m from WG towards capital funding for school maintenance budgets. The Education team are currently developing a programme of works to be allocated against the grant.</p>
1.21	<p><b>Funding of 2019/20 Approved Schemes</b></p> <p>The position at Month 9 is summarised in Table 5 below for the three year Capital Programme between 2019/20 – 2021/22:-</p>

**Table 5**

<b>FUNDING OF APPROVED SCHEMES 2019/20 - 2021/22</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	(0.190)	
Savings from Disabled Facilities Grant	(0.350)	<u>(0.540)</u>
<b>Funding - (Available)/Shortfall</b>		<b>0.693</b>

- 1.22 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 in the report 'Development of 2019/20 - 2021/22 Capital Programme' which was presented to Council on 19<sup>th</sup> February 2019.
- The reported Month 6 funding position for the 3 year period was a shortfall of £0.723m.
- The reported Month 6 funding position for the 3 year period ending in 2021/22 was a shortfall of £0.723m. In year receipts received have increased by £0.030m from Month 6 to give a revised projected shortfall in the Capital Programme at Month 9 of £0.693m for the 2019/20 – 2021/22 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.
- 1.23 **Investment in County Towns**
- 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.
- 1.24 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 9.

**Table 6**

<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	8.381	1.381
Connah's Quay / Shotton	10.903	3.674	0.000
Flint / Bagillt	2.209	3.165	0.000
Holywell / Caerwys / Mostyn	3.905	3.209	4.215
Mold / Treuddyn / Cilcain	1.897	3.143	0.515
Queensferry / Hawarden / Sealand	5.661	10.236	0.000
Saltney / Broughton / Hope	0.548	2.005	5.207
Unallocated / To Be Confirmed	3.202	5.467	30.274
<b>Total</b>	<b>31.810</b>	<b>39.280</b>	<b>41.592</b>

1.25 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.

1.26 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.

1.27 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 one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.28 Information on the split between internal and external funding can be found in Appendix C.

1.29 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.

**Table 7**

<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>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	Financial implications - As set out in the body of the report.
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2.02	Personnel implications - None directly as a result of this report.
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<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
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3.01	<p>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>
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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.

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.
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<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	No consultation is required as a direct result of this report.

<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	Capital Programme monitoring papers 2019/20.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Chris Taylor, Principal Accountant <b>Telephone:</b> 01352 703309 <b>E-mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><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.</p> <p><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</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> <p><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p><b>Carry Forward:</b> 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.</p>

**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.

## CAPITAL PROGRAMME - CHANGES DURING 2019/20

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
<b>Council Fund :</b>							
<b>People &amp; Resources</b>							
'Headroom'	0.250	0.180	(0.125)	0.000	0.120	(0.240)	0.185
Economic Stimulus Grant	0.000	0.000	0.000	0.000	0.000	0.452	0.452
Corporate Finance - H & S	0.000	0.023	0.000	0.000	0.000	0.000	0.023
	<b>0.250</b>	<b>0.203</b>	<b>(0.125)</b>	<b>0.000</b>	<b>0.120</b>	<b>0.212</b>	<b>0.660</b>
<b>Governance</b>							
Information Technology	1.057	0.199	0.001	(0.100)	(0.120)	0.000	1.037
	<b>1.057</b>	<b>0.199</b>	<b>0.001</b>	<b>(0.100)</b>	<b>(0.120)</b>	<b>0.000</b>	<b>1.037</b>
<b>Education &amp; Youth</b>							
Education - General	0.500	2.434	(0.953)	0.000	0.000	0.123	2.104
Primary Schools	1.241	0.944	0.937	0.000	0.000	(0.033)	3.089
Schools Modernisation	3.952	0.000	2.213	0.000	0.000	(0.476)	5.689
Secondary Schools	4.000	0.708	1.998	(5.000)	0.000	0.184	1.890
Special Education	0.250	0.250	0.000	0.200	0.000	(0.009)	0.691
	<b>9.943</b>	<b>4.336</b>	<b>4.195</b>	<b>(4.800)</b>	<b>0.000</b>	<b>(0.211)</b>	<b>13.463</b>
<b>Social Services</b>							
Services to Older People	1.001	0.290	1.738	0.000	0.000	0.111	3.140
Learning Disability	0.000	2.729	(1.738)	0.000	0.000	0.021	1.012
Children's Services	0.000	0.065	6.235	0.000	0.000	(5.153)	1.147
	<b>1.001</b>	<b>3.084</b>	<b>6.235</b>	<b>0.000</b>	<b>0.000</b>	<b>(5.021)</b>	<b>5.299</b>
<b>Planning, Environment &amp; Economy</b>							
Closed Landfill Sites	0.000	0.250	0.000	0.000	0.000	0.000	0.250
Engineering	0.000	0.361	0.062	0.000	0.000	0.000	0.423
Energy Services	0.000	0.000	0.018	0.000	0.000	0.139	0.157
Targeted Regeneration Investment	0.000	0.000	0.474	0.000	0.000	0.120	0.594
Ranger Services	0.000	0.050	0.000	0.000	0.000	0.000	0.050
Townscape Heritage Initiatives	0.000	0.000	0.013	0.000	0.000	0.028	0.041
Urban/Rural Regeneration	0.000	0.000	0.007	0.000	0.000	0.009	0.016
Private Sector Renewal/Improv't	0.000	0.000	0.225	0.000	0.000	0.026	0.251
	<b>0.000</b>	<b>0.661</b>	<b>0.799</b>	<b>0.000</b>	<b>0.000</b>	<b>0.322</b>	<b>1.782</b>
<b>Streetscene &amp; Transportation</b>							
Waste - CCP Grant	0.000	0.000	0.180	0.000	0.000	0.282	0.462
Waste - Other	0.000	0.497	0.000	(0.497)	0.000	0.000	0.000
Highways	0.600	0.560	0.954	0.000	0.000	0.350	2.464
Local Transport Grant	0.000	0.000	8.503	0.000	0.000	0.773	9.276
Solar Farms	0.000	0.346	0.000	0.000	0.000	0.000	0.346
	<b>0.600</b>	<b>1.403</b>	<b>9.637</b>	<b>(0.497)</b>	<b>0.000</b>	<b>1.405</b>	<b>12.548</b>

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Programmes</b>							
Leisure Centres	0.000	0.020	0.051	0.000	0.000	0.000	0.071
Play Areas	0.200	0.140	0.112	(0.100)	0.000	0.015	0.367
Libraries	0.000	0.106	0.000	0.000	0.000	0.030	0.136
Theatr Clwyd	0.500	0.158	1.012	(0.035)	0.000	0.000	1.635
	<b>0.700</b>	<b>0.424</b>	<b>1.175</b>	<b>(0.135)</b>	<b>0.000</b>	<b>0.045</b>	<b>2.209</b>
<b>Housing &amp; Assets</b>							
Administrative Buildings	2.500	0.034	0.050	0.000	0.000	0.250	2.834
Food Poverty	0.000	0.000	0.000	0.000	0.000	0.138	0.138
Community Asset Transfers	0.000	0.734	0.000	0.000	0.000	0.110	0.844
Affordable Housing	10.000	0.000	0.744	0.000	0.000	(5.391)	5.353
Disabled Facilities Grants	1.700	0.852	0.044	0.000	(0.350)	0.000	2.246
	<b>14.200</b>	<b>1.620</b>	<b>0.838</b>	<b>0.000</b>	<b>(0.350)</b>	<b>(4.893)</b>	<b>11.415</b>
<b>Housing Revenue Account :</b>							
Disabled Adaptations	1.082	0.000	0.000	0.000	0.000	0.000	1.082
Energy Schemes	0.639	0.000	0.000	0.000	0.000	0.000	0.639
Major Works	1.871	0.000	0.000	0.000	0.000	0.000	1.871
Accelerated Programmes	0.728	0.000	0.000	0.000	0.000	0.000	0.728
WHQS Improvements	18.624	0.000	0.000	0.000	0.000	0.000	18.624
SHARP Programme	11.264	0.000	0.524	0.000	0.000	(5.403)	6.385
	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>0.000</b>	<b>0.000</b>	<b>(5.403)</b>	<b>29.329</b>
<b>Totals :</b>							
<b>Council Fund</b>	27.751	11.930	22.755	(5.532)	(0.350)	(8.141)	48.413
<b>Housing Revenue Account</b>	34.208	0.000	0.524	0.000	0.000	(5.403)	29.329
<b>Grand Total</b>	<b>61.959</b>	<b>11.930</b>	<b>23.279</b>	<b>(5.532)</b>	<b>(0.350)</b>	<b>(13.544)</b>	<b>77.742</b>

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2019/20 - Month 9

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'	0.185	0.000	0.185	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
Economic Stimulus Grant	0.452	0.000	0.452	0.000	0	0.000			
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>0.660</b>	<b>0.000</b>	<b>0.660</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

## GOVERNANCE

## Capital Budget Monitoring 2019/20 - Month 9

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	1.037	0.111	0.262	(0.775)	(75)	(0.220)	Delays in Procuring Air Conditioning Units and replacement of technology equipment. Procurement will now take place in 2020/21. The majority of the ICT Schools Curriculum scheme cabling and connectivity services will take place in 2020/21.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.199m</b> for Air Conditioning Units, <b>£0.521m</b> for ICT Schools Curriculum scheme and <b>£0.055m</b> Cyber Security Replacement Technology to 2020/21.	
<b>Total</b>	<b>1.037</b>	<b>0.111</b>	<b>0.262</b>	<b>(0.775)</b>	<b>(75)</b>	<b>(0.220)</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2019/20 - Month 9

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	2.104	1.125	1.945	(0.159)	(8)	0.000	ICT School Broadband connectivity services will take place in 2020/21. Fire Risk Assessments at Golftyn CP to take place during the summer 2020/21. Block 5 roofing works required at Saint Richard Gwyn (SRG).	<b>Carry Forward</b> - Request approval to move funding of <b>£0.122m</b> to 2020/21 for ICT School Broadband connectivity. Request approval to move <b>£0.037m</b> FRA funding to 2020/21.	A grant funding request for additional £0.027m funding for works at SRG to be submitted to Welsh Government to mitigate any potential pressure on the scheme.
Primary Schools	3.089	2.352	3.089	0.000	0	0.000			
Schools Modernisation	5.689	5.679	5.617	(0.072)	(1)	0.000	Penyffordd Primary School final account payment is due in November 2020.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.072m</b> to 2020/21.	Applying for additional grant funding. Awaiting confirmation.
Secondary Schools	1.890	0.591	1.144	(0.746)	(39)	(5.000)	Works at Castell Alun HS. Project being delivered over 3 financial years, currently at pre-construction stage (£0.500m).	<b>Carry Forward</b> - Request approval to move funding of <b>£0.746m</b> to 2020/21.	
Special Education	0.691	0.314	0.691	0.000	0	0.000			
<b>Total</b>	<b>13.463</b>	<b>10.060</b>	<b>12.486</b>	<b>(0.977)</b>	<b>(7)</b>	<b>(5.000)</b>			

Variance = Budget v Projected Outturn

## SOCIAL SERVICES

## Capital Budget Monitoring 2019/20 - Month 9

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	3.135	0.532	3.135	0.000	0	0.000			
Learning Disability	1.017	1.016	1.017	0.000	0	0.000			Scheme complete.
Children's Services	1.147	0.193	0.997	(0.150)	(13)	0.000	£0.150m underspend due to delay in delivering Arosfa project	<b>Carry Forward</b> - request approval to move funding of <b>£0.150m</b> to 2020/21.	Flying Start Capital Grant needs to be spent by 31/03/2020. A carry forward request has been submitted to Welsh Government, currently awaiting response.
<b>Total</b>	<b>5.299</b>	<b>1.741</b>	<b>5.149</b>	<b>(0.150)</b>	<b>(3)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

250.000

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2019/20 - Month 9

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	0.000	(0.250)	(100)	0.000	Remediation projects will not commence until 2020/21.	Carry Forward - Request approval to move funding of £0.250m to 2020/21.	
Engineering	0.423	0.015	0.082	(0.341)	(81)	0.000	Land drainage schemes likely to slip into 2020/21.	Carry Forward - Request approval to move funding of £0.341m to 2020/21.	
Energy Services	0.157	0.113	0.157	0.000	0	0.000			
Ranger Services	0.050	0.045	0.050	0.000	0	0.000			
Targeted Regeneration Investment	0.594	0.192	0.594	0.000	0	0.000			
Top Landscape Heritage Initiatives	0.041	0.041	0.041	0.000	0	0.000			
Urban / Rural Regeneration	0.016	0.016	0.016	0.000	0	0.000			
Private Sector Renewal/Improvement	0.251	0.377	0.251	0.000	0	0.000		Funding to be introduced to match expenditure.	
<b>Total</b>	<b>1.782</b>	<b>0.799</b>	<b>1.191</b>	<b>(0.591)</b>	<b>(33)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## STREETSCENE &amp; TRANSPORTATION

## Capital Budget Monitoring 2019/20 - Month 9

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	0.462	0.000	0.462	0.000	0	0.000			
Highways	2.464	1.286	2.464	0.000	0	0.000			
Local Transport Grant	9.276	2.403	9.276	0.000	0	0.000			
Solar Farms	0.346	0.000	0.046	(0.300)	(87)	0.000	£0.300m no longer required.	<b>Transfer Request</b> - Request to Transfer £0.300m to the Planning, Environment & Economy portfolio to be used on Solar PV Farm projects at Flint Landfill and Crumps Yard.	
<b>Total</b>	<b>12.548</b>	<b>3.690</b>	<b>12.248</b>	<b>(0.300)</b>	<b>(2)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## STRATEGIC PROGRAMMES

## Capital Budget Monitoring 2019/20 - Month 9

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	0.112	0.047	0.071	(0.041)	(37)	0.000	Mold & Deeside Sports Hall Flooring works required in 2020/21.	Carry Forward - Request approval to move funding of £0.041m to 2020/21.	
Play Areas	0.367	0.365	0.367	0.000	0	0.000			2019/20 match funding schemes - The Town Council contributions exceeds the available revenue allocation of £0.105m. The oversubscription of £0.048m is to be met from the capital allocation rolled forward from previous years.
Libraries	0.095	0.001	0.095	0.000	0	0.000			
Theatr Clwyd	1.635	1.066	1.635	0.000	0	(0.015)			Carry Forward request will be likely at Outturn. Core funding is required as match funding for the Arts council Wales Funding.
<b>Total</b>	<b>2.209</b>	<b>1.479</b>	<b>2.168</b>	<b>(0.041)</b>	<b>(2)</b>	<b>(0.015)</b>			

Variance = Budget v Projected Outturn

## HOUSING &amp; ASSETS

## Capital Budget Monitoring 2019/20 - Month 9

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	2.834	0.448	1.334	(1.500)	(53)	0.000	Due to the re-phasing of works in the County Hall demolition project.	<b>Carry Forward</b> - Request to carry forward <b>£1.5m</b> in respect of the County Hall demolition due to re-phasing of works.	
Community Asset Transfers	0.844	0.035	0.844	0.000	0	0.000			Any unspent allocation will be the subject of a carry forward request at outturn.
Food Poverty	0.138	0.000	0.100	(0.038)	(28)	0.000	£0.038m has been identified as a saving. Grant funding was awarded.	Recommended to be returned to 'headroom'.	
Affordable Housing	5.353	1.952	5.353	0.000	0	0.000			
Disabled Facilities Grants	2.246	1.027	2.246	0.000	0	(0.350)			DFG spend is customer driven and volatile. Carry Forward request is likely to be submitted in Outturn report when more reliable figures can be submitted.
<b>Total</b>	<b>11.415</b>	<b>3.463</b>	<b>9.877</b>	<b>(1.538)</b>	<b>(13)</b>	<b>(0.350)</b>			

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Disabled Adaptations	1.082	0.578	1.082	0.000	0	0.000			
Energy Services	0.639	0.460	0.639	0.000	0	0.000			
Major Works	1.871	1.919	2.371	0.500	27	0.000	Void spend to be met from WHQS as void works have been brought to WHQS standard.	Virement to allocate budget to spend.	
Accelerated Programmes	0.728	0.373	0.728	0.000	0	0.000			
WHQS Improvements	18.624	14.758	18.124	(0.500)	(3)	0.000	Void spend to be met from WHQS as void works have been brought to WHQS standard.	Virement to allocate budget to spend.	
SHARP	6.385	3.936	6.385	0.000	0	0.000	Delays to the start of scheme, due to commence 2020.21.		Balance to be rolled forward into 2020.21.
<b>Total</b>	<b>29.329</b>	<b>22.023</b>	<b>29.329</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2019/20 - Month 9

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	0.660	0.000	0.660	0.000	0	0.000			
Governance	1.037	0.111	0.262	(0.775)	(75)	(0.220)			
Education & Youth	13.463	10.060	12.486	(0.977)	(7)	(5.000)			
Social Services	5.299	1.741	5.149	(0.150)	(3)	0.000			
Planning, Environment & Economy	1.782	0.799	1.191	(0.591)	(33)	0.000			
Streetscene & Transportation	12.548	3.690	12.248	(0.300)	(2)	0.000			
Strategic Programmes	2.209	1.479	2.168	(0.041)	(2)	(0.015)			
Housing & Assets	11.415	3.463	9.877	(1.538)	(13)	(0.350)			
<b>Sub Total - Council Fund</b>	<b>48.413</b>	<b>21.343</b>	<b>44.041</b>	<b>(4.372)</b>	<b>(9)</b>	<b>(5.585)</b>			
Housing Revenue Account	29.329	22.023	29.329	0.000	0	0.000			
<b>Total</b>	<b>77.742</b>	<b>43.367</b>	<b>73.370</b>	<b>(4.372)</b>	<b>(6)</b>	<b>(5.585)</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	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 CP	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	0	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 - MONTH 9

APPENDIX C (Cont)

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAR'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Total £000																		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	3,936	1,158	236	1		1		1,288	1	310			941							2,758	1,178	3,936
<b>EDUCATION &amp; YOUTH</b>																						
<b>21C Schools:-</b>																						
CQ High School	3,436			1,436	2,000															1,436	2,000	3,436
Penyffordd CP	2,138			1,945	193															1,945	193	2,138
<b>School Extension &amp; Remodelling:-</b>																						
Mynydd Isa Argoed High School	192		192																	0	192	192
St John the Baptist	25		25																	0	25	25
Bagillt Ysgol Glan Aber	1,524					399	1,125													399	1,125	1,524
Hope Castell Alun	210												210							210	0	210
Shotton St Ethelwolds	130				130															0	130	130
Flint Saint Richard Gwyn	414						414													0	414	414
<b>PLANNING, ENVIRONMENT &amp; ECONOMY</b>																						
Targeted Regeneration Investment	192								192											0	192	192
<b>SOCIAL CARE</b>																						
LD Day Care Facility	1,016											1,016								1,016	0	1,016
Marleyfield EPH	473	473																		473	0	473
<b>STREETSCENE &amp; TRANSPORTION</b>																						
<b>Highways Asset Management Plan:-</b>																						
Bridges	50			50																50	0	50
Highways maintenance	1,205							199		169			63			774				431	774	1,205
Transport Grant	2,405								58			2,212		20		115				0	2,405	2,405
<b>STRATEGIC PROGRAMMES</b>																						
Therap Clwyd - Redevelopment	1,066									266	800									266	800	1,066
Affordable Housing	1,952	480	510						235	727										1,207	745	1,952
	20,364	2,111	963	3,432	2,323	400	1,539	1,487	486	1,472	800	1,016	3,153	273	20	0	889			10,191	10,173	20,364
<b>AREA TOTAL</b>			3,074	5,755		1,939		1,973		2,272		4,169		293		889						

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	Total £000																	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	17,833							4,215									13,618		17,833		17,833
<b>EDUCATION &amp; YOUTH</b>																					
21C Schools:-	8,190																				
Castell Alun	5,207													5,207					8,190		8,190
<b>SOCIAL CARE</b>																					
Marleyfield Residential Home	1,381	1,381																	1,381		1,381
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Highways Asset Management Plan:-	1,200																1,200		1,200		1,200
Transport Grant	1,603																	1,603		1,603	1,603
<b>STRATEGIC PROGRAMMES</b>																					
Theatr Clwyd - Redevelopment	515									515									515		515
Affordable Housing	5,391																5,391		5,391		5,391
<b>LEISURE - AURA</b>																					
Synthetic Sports Pitches	272																272		272		272
	41,592	1,381	0	0	0	0	0	4,215	0	515	0	0	0	5,207	0	20,481	9,793	31,799	9,793	41,592	
<b>AREA TOTAL</b>			1,381	0	0	0	0	4,215	0	515	0	0	0	5,207	0	30,274					

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