Pecyn Dogfen Gyhoeddus

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

Swyddog Cyswllt:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

At: Cyng Richard Jones (Cadeirydd)

Y Cynghorwyr: Bernie Attridge, Bill Crease, Chris Dolphin, Alasdair Ibbotson, Gina Maddison, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross, Sam Swash a Linda Thomas

14 Ebrill 2023

Annwyl Gynghorydd,

RHYBUDD O GYFARFOD HYBRID
PWYLLGOR TROSOLWG A CHRAFFU ADNODDAU CORFFORAETHOL
DYDD IAU, 20FED EBRILL, 2023 10.00 AM

Yn gywir

Steven Goodrum
Rheolwr Gwasanaethau Democrataidd

Sylwch: Gellir mynychu'r cyfarfod hwn naill ai wyneb yn wyneb yn Siambr Cyngor yr Arglwydd Barry Jones, Cyngor Sir y Fflint, Yr Wyddgrug, Sir y Fflint neu ar-lein.

Bydd y cyfarfod yn cael ei ffrydio'n fyw ar wefan y Cyngor. Bydd y ffrydio byw yn dod i ben pan fydd unrhyw eitemau cyfrinachol yn cael eu hystyried. Bydd recordiad o'r cyfarfod ar gael yn fuan ar ôl y cyfarfod ar https://flintshire.publici.tv/core/portal/home

Os oes gennych unrhyw ymholiadau, cysylltwch ag aelod o'r Tîm Gwasanaethau Democrataidd ar 01352 702345.

R H A G L E N

1 YMDDIHEURIADAU

Pwrpas: I dderbyn unrhyw ymddiheuriadau.

2 DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

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

3 COFNODION (Tudalennau 5 - 12)

Pwrpas: I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 9 Mawrth 2023.

4 OLRHAIN GWEITHRED (Tudalennau 13 - 16)

Adroddiad Rheolwr Gwasanaethau Democrataidd -

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

5 RHAGLEN GWAITH I'R DYFODOL (Tudalennau 17 - 24)

Adroddiad Rheolwr Gwasanaethau Democrataidd -

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

6 ADRODDIAD EFFAITH CRONFEYDD SIR Y FFLINT 2022 (Tudalennau 25 - 64)

Adroddiad Prif Weithredwr - Aelod Cabinet Cyllid, Cynhwysiant, Cymunedau Cryf gan gynnwys Gwerth Cymdeithasol a Chaffael

Pwrpas: Rhannu Adroddiad Effaith Cronfeydd Sir y Fflint, 2022, a luniwyd gan y Sefydliad Cymunedol yng Nghymru (CFIW).

7 CYNLLUN Y CYNGOR 2023-28 (Tudalennau 65 - 142)

Adroddiad Prif Weithredwr - Arweinydd y Cyngor a'r Aelod Cabinet Addysg, y Gymraeg, Diwylliant a Hamdden

Pwrpas: Rhannu cynnwys drafft Rhan 1 a Rhan 2 Cynllun y Cyngor 2023-28 er mwyn ceisio adolygiad/adborth cyn cael cymeradwyaeth y Cabinet.

8   **<u>MONITRO CYLLIDEB REFENIW 2022/23 (MIS 11)</u>** (Tudalennau 143 - 172)

Adroddiad Rheolwr Cyllid Corfforaethol - Aelod Cabinet Cyllid, Cynhwysiant, Cymunedau Cryf gan gynnwys Gwerth Cymdeithasol a Chaffael

Pwrpas: I gyflwyno Adroddiad Monitro Cyllideb Refeniw 2022/23 (Mis 11) ac amrywiant sylweddol i'r Aelodau.

9   **<u>DARPARU GWASANAETHAU CYHOEDDUS YN YR 21AIN GANRIF - TROSOLWG</u>** (Tudalennau 173 - 180)

Adroddiad Rheolwr Corfforaethol, Rhaglen Gyfalaf ac Asedau - Aelod Cabinet Cyllid, Cynhwysiant, Cymunedau Cryf gan gynnwys Gwerth Cymdeithasol a Chaffael

Pwrpas: I edrych ar fanteision a chyfyngiadau contractau allanol a/neu greu gwasanaethau a rannir fel modd o ddarparu gwasanaethau'r Cyngor.

<u>DEDDF LLYWODRAETH LEOL (MYNEDIAD I WYBODAETH) 1985 - YSTYRIED GWAHARDD Y WASG A'R CYHOEDD</u>

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Mae'r adroddiad yn cynnwys gwybodaeth fasnachol sensitif sy'n perthyn i drydydd parti ac mae budd y cyhoedd o beidio â datgelu'r wybodaeth yn bwysicach na budd y cyhoedd wrth ddatgelu'r wybodaeth.

10   **<u>CYNLLUN BUSNES NEWYDD 2023/24</u>** (Tudalennau 181 - 200)

Adroddiad Rheolwr Corfforaethol, Rhaglen Gyfalaf ac Asedau - Aelod Cabinet Llywodraethu a Gwasanaethau Corfforaethol gan gynnwys Iechyd a Diogelwch ac Adnoddau Dynol

Pwrpas: Cyflwyno Cynllun Busnes Arlwyo a Glanhau NEWydd Cyf 2023/24 i'w gymeradwyo.

Sylwch, efallai y bydd egwyl o 10 munud os yw'r cyfarfod yn para'n hirach na dwy awr.

Mae'r dudalen hon yn wag yn bwrpasol

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
9 MARCH 2023

Minutes of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a remote meeting on Thursday, 9 March 2023

PRESENT: Councillor Richard Jones (Chairman)
Councillors: Bill Crease, Chris Dolphin, Alasdair Ibbotson, Gina Maddison, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross, Sam Swash and Linda Thomas

SUBSTITUTE: Councillor: Ian Hodge (for Bernie Attridge)

ALSO PRESENT: Councillors Helen Brown and Chrissy Gee attended as observers

CONTRIBUTORS: Councillor Ian Roberts (Leader and Cabinet Member for Education, Welsh Language, Culture and Leisure), Councillor Paul Johnson (Cabinet Member for Finance, Inclusion & Resilient Communities), Councillor Billy Mullin (Cabinet Member for Governance and Corporate Services), Councillor Dave Hughes (Deputy Leader and Cabinet Member for Streetscene and the Regional Transport Strategy), Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Revenues & Procurement Manager

For minute number 87
Lee Evans, Procurement Team Leader, Denbighshire County Council

IN ATTENDANCE: Democratic Services Manager and team

81.   OPENING COMMENTS

Prior to the meeting, the Chief Executive provided an update on the alert status of current weather conditions and the impact on schools and Council services. The situation would be closely monitored and communications posted on the Council's website and shared with elected Members.

82.   DECLARATIONS OF INTEREST

None.

83.   MINUTES

The minutes of the meeting held on 9 February 2023 were approved, as moved and seconded by the Chairman and Councillor Vicky Perfect.

A response to the Chairman's question on the Revenue Budget Monitoring report had been circulated following the February meeting.

RESOLVED:

That the minutes be approved as a correct record.

84. **ACTION TRACKING**

The Democratic Services Manager presented an update on actions arising from previous meetings.

The recommendation was moved and seconded by Councillors Jason Shallcross and Kevin Rush.

RESOLVED:

That the Committee notes the progress which has been made.

85. **FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current forward work programme for consideration, which had been reviewed to include all elements of the Committee's Terms of Reference.

The Chairman requested that the items under 'Crime and Disorder' and 'Strategic and Partnership Working' be scheduled together where possible.

Councillor Alasdair Ibbotson asked why the report on discretionary powers for discounted Council Tax had again been deferred, as he had requested this some time ago.

As the responsible officer, the Revenues & Procurement Manager explained the various work demands on his service and advised that a detailed report on the subject would be shared in July.

The Democratic Services Manager acknowledged that where Members had put forward suggested items, they should be kept informed of movements.

The recommendations were moved by Councillor Bill Crease and seconded by Councillor Jason Shallcross.

RESOLVED:

(a)   That the Forward Work Programme, as amended, 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.

86.   CORPORATE SELF-ASSESSMENT 2021-22

The Chief Executive presented a report on the findings and improvement plan following completion of the Council's first Corporate Self-Assessment 2021/22. The report set out the three-stage approach which focussed on eight key themes. The findings identified that the Council exercised its functions effectively, used resources efficiently and that effective governance was in place, with partnership working scored as 'very best practice'.

The Chief Officer (Governance) provided information on actions being taken in response to three questions identified as having evidence but in need of further action. The actions set out in section 6 of the document would be achieved over the short term to deliver real benefits.

Councillor Bill Crease raised concerns about the lack of Member involvement in the process to independently scrutinise actions.

The point was acknowledged by the Chief Executive who said that Member feedback would form part of the process in future. This was the Council's first self-assessment which had been independently reviewed and challenged by the Internal Audit team. Sharing the report with this Committee provided an opportunity for feedback prior to consideration by the Governance & Audit Committee and then onto Cabinet.

The Chairman suggested that stage two of the process could be undertaken jointly by Members and officers.

The Chief Officer (Governance) explained the requirement for a corporate peer assessment to be undertaken every five years in conjunction with other authorities. He advised that although the duty on the self-assessment came into effect from April 2022, the report included arrangements for 2021/22 as a pilot. In agreeing with the points made about Member consultation, he said that similar arrangements could be put in place to those already incorporated in the process for developing the Annual Governance Statement.

On the recommendations in the report, Councillor Allan Marshall questioned whether it was more appropriate for the Committee to accept rather than approve. The Chief Executive and Chair were in agreement as it was for Cabinet to approve.

Following further comments by Councillor Crease on the role of Members, the Chief Executive provided clarification on the reporting process.

The Chairman made the following comments:

- o Resource Planning and Management: Question B8 - the last column should include the Asset Strategy in the list of named strategies.
- o Questions B9, 10 and 11 - the last column should be reviewed to clarify how the aims were achieved.

- Innovation and Change Management: Question E21 - disagreed with comments in the last column as most of the milestones were at the end of the year.
- Customer and Community Engagement - public engagement should be given more consideration to identify improvements, for example communicating better with the public on waste/recycling issues.

Councillor Ian Roberts thanked Members for their comments which would be reported to the Governance & Audit Committee and Cabinet. He supported the suggestion for Member involvement in an earlier stage of the process.

The recommendations, as amended, were moved and seconded by Councillors Allan Marshall and Bill Crease.

RESOLVED:

(a)   That the findings of the Corporate Self-Assessment 2021/22 be noted and accepted; and

(b)   That the opportunities for improvement identified in the Corporate Self-Assessment 2021/22 be noted and accepted.

87.   JOINT CORPORATE PROCUREMENT UNIT - ANNUAL REPORT FOR 2021/22

The Chief Officer (Governance) introduced the annual report of the Joint Procurement Service with Denbighshire County Council on its regulated procurement activities during 2021/22. An update was also given on the benefits of the 'FastTrack' early payment option for suppliers and the 'Free Pay' initiative which benefitted eligible small businesses and suppliers.

The Revenues & Procurement Manager provided background on the role of the service and key areas of the report. The overview of activities during 2021/22 reflected progress with the rollout of FastTrack and the number of contracts awarded, which included an increasing number incorporating social value benefits. On key performance indicators, whilst the number of procurements awarded collaboratively was identified as an area for further improvement, it was noted that no legal challenges had been made by unsuccessful service providers which was a significant achievement. The report highlighted challenges to the service such as public sector procurement resources and future legislative changes including decarbonisation.

Councillor Alasdair Ibbotson welcomed focus on carbon reduction linked to procurement spend and the ambition to build upon opportunities to embed social value into procurement activities to make a real difference to communities.

His comments were welcomed by Councillor Paul Johnson who paid tribute to the commitment of the Social Value team.

In response to a question from Councillor Allan Marshall, the Chief Officer (Governance) provided clarification on FastTrack eligibility criteria.

Councillor Sam Swash raised concerns about the rationale for the decision taken to increase the threshold for goods and services set out in paragraph 1.05. On that basis, he proposed that the Committee note rather than endorse the annual report and that a recommendation be added to request that the Constitution & Democratic Services Committee revisit its decision.

The Chief Officer (Governance) advised that the decisions of the Constitution & Democratic Services Committee were not within the remit of this Committee.

The Chairman spoke in support of the points raised by Councillor Swash which he said should be referred to Cabinet. On the performance statistics, he voiced concerns that on CPS3 and CPS4, only half of the contracts had delivered the anticipated savings. On the annual report, he sought more information on reference to some contract variations being due to poor contract management which was devolved to service areas. He also questioned the benefits for Flintshire given its level of contributions to the collaborative service.

The Committee was introduced to Lee Evans, Procurement Team Leader of Denbighshire County Council, who explained that a significant degree of work was involved in the procurement process, regardless of the value of those contracts. On performance, only a few procurement contracts could be best delivered collaboratively as many were for specific works within Denbighshire or Flintshire, for example schools, or due to some council services having different ways of working. Where collaborative procurement could not be progressed, information was shared with Chief Officers. The delivery of anticipated savings was mainly impacted by rising inflation costs and service areas providing incorrect estimates.

On the latter, the Revenues & Procurement Manager said that CPS3 was a complex area due to the need for services to provide a best estimate of the contract outcome based on market conditions at the time. On the split in contributions, he advised that although there had been variations in different years, an amicable agreement had been reached over a set period.

In response to the comments made by Councillor Swash, the Chairman proposed an amendment in the recommendations so that the Committee note the annual report. He was seconded by Councillor Bill Crease. The amendment was put to the vote and carried.

RESOLVED:

(a)   That the Procurement Annual Report for 2021/22 be noted; and

(b)   That progress with the FastTrack and Free Pay initiatives be noted.

88. REVENUE BUDGET MONITORING 2022/23 (MONTH 10)

The Corporate Finance Manager presented the 2022/23 month 10 position for the revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA) and the Capital Programme, prior to consideration by Cabinet.

On the Council Fund, the projected year-end position - without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control - was an operating surplus of £0.693m (excluding the impact of the pay award met by reserves). This would leave a contingency reserve balance of £7.024m at year-end. There were three main areas of overspend within Social Services, Out of County Placements and Streetscene & Transportation although these were offset by underspends across other portfolios, including Central and Corporate Finance.

The tracking of in-year risks reported the current position with Council Tax collection levels and pay awards, with no significant changes reported on other tracked risks. An update on unearmarked reserves reported the current balance on the Covid-19 Emergency Reserve was £3.632m. It was also reported that following approval of the Local Development Plan, £0.127m of earmarked reserves would be released to increase the projected contingency reserve to £7.151m.

On the HRA, net in-year revenue expenditure was forecast to be £3.101m higher than budget and would leave a closing un-earmarked balance of £3.373m, which was above the recommended guidelines on spend.

The Chairman highlighted the increasing costs for Out of County Placements and asked for more explanation to be included in future reports to explain movements in approved budgets, for example the reduction in Central & Corporate Finance. This was noted by the Corporate Finance Manager who explained that pay provision was held centrally before distributing across portfolios.

Following comments from Councillor Paul Johnson on the work involved in producing the report, the Chairman spoke about the role of this Committee in working with officers to challenge and improve the content of these reports.

The recommendation was moved and seconded by Councillors Bill Crease and Jason Shallcross.

RESOLVED:

That having considered the Revenue Budget Monitoring 2022/23 (month 10) report, the Committee confirms that there are no specific issues to be raised with Cabinet.

89. MEMBERS OF THE PRESS IN ATTENDANCE

None.

(The meeting started at 10am and ended at 11.45am)

…………………………
Chairman

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 4

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20 April 2023
Report Subject	Action Tracking
Report Author	Democratic Services Manager
Type of Report	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.

Any outstanding will be reported back to the next monthly meeting.

RECOMMENDATIONS	
1	That the Committee notes the progress which has been made.

REPORT DETAILS

1.00	EXPLAINING THE ACTION TRACKING REPORT
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	This paper summarises those points and where appropriate provides an update on the actions resulting from them. The Action Tracking details are attached in appendix 1.

2.00	**RESOURCE IMPLICATIONS**
2.01	The creation of the Action Tracking report increases workflow but should provide greater understanding and efficiency.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	Not applicable.

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	In some cases, action owners have been contacted to provide an update on their actions.

5.00	**APPENDICES**
5.01	Appendix 1 – Corporate Resources OSC Action Points.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Minutes of previous meetings of the committee as identified in the report.

7.00	**CONTACT OFFICER DETAILS**
7.01	**Contact Officer:** Steven Goodrum, Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** Steven.Goodrum@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS**
8.01	None.

ACTION TRACKING FOR THE CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Status
15.12.2022	7. Work of the Coroner's Office	To arrange an all-Member workshop for the coroner to present about his role and work.	Steven Goodrum	Arrangements are being made. Exploring dates in September and October.	Open
12.01.2023	9. Social Value Progress Update	To arrange an all-Member workshop on social value.	Steven Goodrum	Will be undertaken as part of the Member Development which will commence in May.	Closed.

Tudalen 15

Mae'r dudalen hon yn wag yn bwrpasol

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20 April 2023
Report Subject	Forward Work Programme
Report Author	Democratic Services Manager
Type of Report	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.

RECOMMENDATIONS	
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

1.00	**EXPLAINING THE FORWARD WORK PROGRAMME**
1.01	The Forward Work Programme (FWP) is intended to set out the Committee's schedule of work for the coming months. It is a 'working document' that remains under constant review to ensure that the Committee is carrying out the proper level of scrutiny and is focussing on the appropriate areas in accordance with its Terms of Reference.
1.02	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.
1.03	It is important that the Forward Work Programme focusses on relevant topics. The FWP was reviewed against the committee's terms of reference at the March meeting to ensure it is complete and current. Work is continuing to diarise reports where 'gaps' were identified in the committee's schedule. Members are therefore encouraged to consider and propose items for inclusion on the FWP, noting the guidance at paragraph 1.06.
1.04	The current FWP only goes as far as July 2023 due to the meeting dates for the remainder of the year not having been agreed. These are due to be confirmed at the AGM on Thursday 4th May. The following items will be included, and dates have been proposed for the committee's consideration.

Proposed Month	Subject	Purpose of Report / Presentation
September 2023	Capital Programme and Assets 'themed' meeting	To receive updates regarding *Capital Programme and Assets*, including: Corporate Property Maintenance Service; Property and Design Consultancy; Valuation and Estates Service; Community Assets; Capital Programme and Assets; and,

		Community Asset Transfer Programme.
	Community Safety Partnership Annual Report	This item fulfils the statutory requirement for the committee to hold an annual 'crime & disorder' scrutiny meeting.

Proposed Month	Subject	Purpose of Report / Presentation
October 2023	Corporate Services 'themed' meeting	To receive updates regarding *Corporate Services*, including: Corporate Communications; Financial services; ICT Services; HR Business Partnering; Occupational Health and Wellbeing Employment Services; Legal Services; and, Democratic Services.

Proposed Month	Subject	Purpose of Report / Presentation
November 2023	Strategic and Partnership Working 'themed' meeting	To receive updates regarding *Strategic and Partnership Working*, including: Partnership and collaborative working frameworks; Public Service Board; Civil Contingencies; Strategic and Partnership Working; and, Emergency Planning
	North Wales Economic Ambition Board	To receive an update from the North Wales Economic Ambition Board.

Organisational Design & Change Programme also needs to be scheduled.

1.05	In addition to the 'targeted' work items, there are standard reports that follow a 'pattern'. These are included in Appendix 1 under 'Regular Items. Once the meeting dates for the rest of the year have been confirmed, they will be scheduled accordingly.

1.06	In identifying any additional 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: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit? 6. Is the issue of public or Member concern?

2.00	**RESOURCE IMPLICATIONS**
2.01	None as a result of this report.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	Not applicable.

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	Publication of this report constitutes consultation.

5.00	**APPENDICES**
5.01	Appendix 1 – Draft Forward Work Programme.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None.

7.00	**CONTACT OFFICER DETAILS**
7.01	**Contact Officer:** Steven Goodrum, Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** Steven.Goodrum@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS**
7.01	Not applicable.

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Current FWP (April 2023)

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
Thursday 18ᵗʰ May, 2023	**Revenue Budget Monitoring 2022/23 (Outturn) and Capital Programme Monitoring 2022/23 (Outturn)**	To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2022/23.	Performance monitoring	Corporate Finance Manager
	Joint Funded Care Packages – Update Report	To provide an update on the budget management of outstanding invoices raised by the Council for payment by BCUHB.	Performance monitoring	Chief Officer (Social Services) and Corporate Finance Manager
	Employment and Workforce Update	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Assurance	Corporate Manager, People and Organisational Development
Thursday 15ᵗʰ June, 2023	**Revenue budget monitoring 2023/24 (month 1)**	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager
	Council Plan 2022-23 Year-End Performance	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Performance monitoring	Chief Executive

Tudalen 21

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
Thursday 13th July, 2023	**Revenue budget monitoring 2023/24 (month 2)**	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager
	Local Government Finance Act 1992, Section 13A (Sub-section 1C)	To review Flintshire County Council's policy on discretionary powers held by councils to discount or write-off the amount of Council Tax payable on a case-by-case basis.	Policy review	Corporate Finance Manager

Tudalen 22

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Regular Items

Month	Subject	Purpose of Report / Presentation	Responsible / Contact Officer
Quarterly / Annual	**Performance Reporting**	To consider performance outturns for improvement targets against directorate indicators.	Chief Executive
Monthly	**Revenue Budget Monitoring**	To provide the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
Twice-Yearly	**Employment and Workforce Update**	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Corporate Manager, People and Organisational Development
Annually	**Public Services Ombudsman for Wales (PSOW) Annual Letter and Complaints against Flintshire County Council**	To share the Public Services Ombudsman for Wales Annual Letter and Complaints made against Flintshire County Council Services	Chief Officer (Governance)

Tudalen 23

Mae'r dudalen hon yn wag yn bwrpasol

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 20th April 2023
Report Subject	Flintshire Funds Impact Report 2022
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

Flintshire Funds is a collective term used for two grants, Flintshire Community Endowment Fund and the Flintshire Welsh Church Act Fund, both of which are overseen by the Community Foundation Wales.

The Flintshire Community Endowment Fund was established in September 2013 and been managed by the Community Foundation Wales since that time. The Fund now falls under the Trusteeship of the Community Foundation Wales.

The Clwyd tripartite Welsh Church Act Fund (Clwyd WCAF) was formerly administered by the Council on behalf of Flintshire, Denbighshire and Wrexham Councils prior to transfer to the Community Foundation Wales. Flintshire County Council remains a Trustee of this fund.

This report provides an overview of the Flintshire Funds Impact Report for 2022, which can be found attached as Appendix 1, and contains more detail on the funds progress and performance since this was last reported in March 2021. Please note that reporting on the funds became out of sequence as a result of the COVID-19 pandemic and as such this report picks up a longer period of reporting than normal.

This report is accompanied by a presentation by the Community Foundation. A copy of the presentation can be found at Appendix 2 for information.

RECOMMENDATIONS

1	CROSC consider the contents of the Flintshire Funds Impact Report 2022 and support the work of the Community Foundation Wales.

REPORT DETAILS

1.00	**EXPLAINING THE FLINTSHIRE FUNDS IMPACT REPORT 2022**
1.01	**Background** The Flintshire Community Endowment Fund and the Flintshire Welsh Church Act Fund, referred to collectively as Flintshire Funds, are grants that are overseen by the Community Foundation in Wales.
1.02	Grants from Flintshire Funds are awarded twice a year and there is a dedicated grant panel that consider applications for grants. The Flintshire Funds grant panel is chaired by the Community Foundation Wales and includes four representatives from Flintshire County Council – two Officer representatives and two Elected Members (refer to para 2.02). Each grant panel member serves for a minimum period of three years.
1.03	All grants awarded by Flintshire Funds are subject to strict terms and conditions. Monitoring of awarded grants is conducted after twelve months to ensure compliance with the terms of the grant and to measure the impact of the grants on individuals and communities.
1.04	**Flintshire Community Endowment Fund** The Flintshire Community Endowment Fund was established in September 2013 and has been managed by the Community Foundation Wales since that time. The Fund now falls under the Trusteeship of the Community Foundation Wales.
1.05	The financial performance of the Fund continues to be strong with the value of the endowment having grown from £178,998 in 2013 to £264,831 as of March 2022.
1.06	Grants totalling £2,756.00 were awarded in 2020/2021 and £10,000 in 2021/2022. Ten grants were awarded in total – six in 2020/2021 and four in 2021/2022. Three grants were three-year commitments of £1,000 per year, so only the first years' monies are accounted for in this period of reporting.
1.07	Further information about these awards, along with an update on progress and performance of the fund, is provided in the Flintshire Funds Impact Report 2022 and accompanying presentation by Community Foundation Wales. These documents can be found as Appendix 1 and 2 of this report.
1.08	**Flintshire Welsh Church Act Scheme** The Welsh Church Act Fund (WCAF) is a Charitable Trust Fund governed by the Welsh Church Act 1914. The Act separated and dis-established the Welsh part of the Church of England. The Welsh Church Act Trust was established from the proceeds and assets, which were distributed evenly

	amongst the former County Councils in Wales, and further divided between the Unitary Authorities with their establishment in 1996. All authorities are required to draw up an appropriate scheme (of governance), under section 19 of the Act. Our scheme was approved by the Secretary of State for Wales in April 1999.
1.09	The objectives of the Clwyd WCAF are broad, covering voluntary organisation support; arts; social; and recreational activities, as well as support for church and chapel restorations. Grants of up to £1,000 are considered for churches and chapels, groups working to address disadvantage to benefit Flintshire residents, as well as groups providing social and recreational activities for Flintshire residents.
1.10	Previously the Clwyd WCAF was administered by Flintshire County Council on behalf of Flintshire, Denbighshire and Wrexham Councils. In January 2018 it was agreed that future Welsh Church Act Fund awards be integrated with those of the Flintshire Community Endowment Fund. This has streamlined the process and maintained the involvement from the Flintshire Local Voluntary Sector. Flintshire County Council remains the Trustee for this fund.
1.11	In 2020/21 one grant of £1,000 was awarded from the fund and in 2021/22 grants were awarded to six organisations totalling £6,000. The Fund has grown from £537,497 in 2018 to £710,019 in March 2022. Further information about these awards, along with an update on progress and performance of the fund, is provided in the Flintshire Funds Impact Report 2022 and accompanying presentation by Community Foundation Wales. These documents can be found as Appendix 1 and 2 of this report.
1.12	**Additional Information** The Community Foundation Wales offered crisis grants through the Hawarden District Relief in Need Fund. Grants made from this fund do not relate to a Flintshire County Council funding transfer. However, the Community Foundation Wales reports on this activity as the fund is relevant to Flintshire and all grants are made within the County. Appendix 1 lists all grants made in 2021/2022.
1.13	The Community Endowment Fund and Welsh Church Act Fund continue to be promoted on the Council's website. Councillors are requested to signpost those who might be eligible to apply.
1.14	It is important to note that in April 2021 the Community Foundation Wales returned to 'business as usual' following the pandemic. This included a return to their usual schedule of funds and programmes opening and closing at set times of the year. Flintshire Funds panels are normally held in March / April and October / November annually.

	There was also a review of Flintshire Funds following the learning from the Community Foundation Wales 'Loud and Clear' report, published in September 2020. As a result, both the Flintshire Community Endowment Fund and the Flintshire WCAF will offer core funding, alongside project funding, on a multi-year cycle if the work to be funded meets the original objectives. Groups can also now apply for core funding for up to three years.

2.00	**RESOURCE IMPLICATIONS**
2.01	The transfer of the management and administration of both the Funds has been beneficial in the effective use of the available funds. **Revenue/Capital:** there are no implications for the approved revenue and capital budgets for either the current financial year or for future financial years. **Human Resources:** there are no implications for additional capacity or for any change to current workforce structures or roles.
2.02	Flintshire County Council representatives on the grants panel include two Elected Members. However, following changes during 2022, a replacement Elected Member for the Flintshire Funds grant panel is now being sought.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	An integrated impact assessment is not required as this report is to provide an update on progress and performance and as such is for information.
3.02	Financial risks to the funds include reduced rates of interest being earnt on the investment portfolio and potential losses from a fall in the value of instruments where investments are held, both linked with general market conditions, and limited growth of the Fund through the support of donors and philanthropists. Risk is managed by the Community Foundation Wales according to its investment strategy and is scrutinised quarterly by the Foundation's Finance, Risk, and Investment Committee.
3.03	**Ways of Working (Sustainable Development) Principles Impact)**

Long-term	No change.
Prevention	No change.
Integration	No change.
Collaboration	Positive. Flintshire Local Voluntary Council are represented on the grants panel.
Involvement	No change.

Well-being Goals Impact

Prosperous Wales	No change.
Resilient Wales	No change.
Healthier Wales	Positive. The grants can be used to support health matters and healthy living.
More equal Wales	Positive. The grants can be used to support the educational development and attainment of children, young people and students.
Cohesive Wales	Positive. The primary aim of the Welsh Church Act Fund is to provide assistance to groups for social, recreational and other charitable purposes.
Vibrant Wales	No change.
Globally responsible Wales	No change.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Not applicable

5.00	APPENDICES
5.01	Appendix 1: Final Flintshire Funds Impact Report 2022 by Community Foundation Wales
5.02	Appendix 2: Flintshire Funds presentation to CROSC April 2023

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Flintshire Community Endowment Fund - Annual Report was last reported to Scrutiny Committee in March 2021. A copy of the report and accompanying documents can be found online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=141&MId=4839&Ver=4&LLL=0

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Nicola McCann – Strategic Partnerships Advisor **Telephone:** 01352 702740 **E-mail:** nicola.mccann@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS** **These are provided corporately on the Infonet (link) and maintained by the Executive Office**
8.01	**Community Foundation in Wales**: The Community Foundation in Wales is a unique charity which promotes and manages philanthropy. Their role is to strengthen communities by awarding grants to projects that make a sustainable impact on local needs and to help their clients make the most of their charitable giving. **Endowment Fund**: A financial asset, typically held by a non-profit organisation, which contains the capital investments and related earnings leveraged by the non-profit organisation to fund the overall mission or objective. **Welsh Church Act Fund**: The Welsh Church Act 1914 is an Act of Parliament under which the Welsh part of the Church of England was separated and dis-established. The Welsh Church Act Trust was established from the proceeds and assets, which were distributed evenly amongst the former County Councils in Wales and further divided between the Unitary Authorities with their establishment in 1996.

Community
Foundation
Wales

Impact report:

Flintshire Funds

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Fund Background

Community Foundation Wales update

As we head into a third year of economic uncertainty, we are proud to say that Community Foundation Wales has continued to grow, enabling us to support thousands of organisations that desperately need assistance during these difficult times, although the ongoing impact of the pandemic continued to keep us on our toes. In the last financial year we supported over 400 groups and individuals, across every county in Wales, and distributed over £1.9 million in funding.

In April 2021, we opened back up to 'business as usual', returning to our usual schedule of funds and programmes opening and closing at set times throughout the year. Before opening each programme however, we took the time to review the fund and where possible adapt the criteria to align it with the learning from our Loud and Clear report published in September 2020 which we referred to in our last report.

It's really important to us as an organisation, that we learn from those we work with but even more importantly, that we use that knowledge to inform our work. We have considered the original objectives of both the Flintshire Community Endowment Fund and the Flintshire Welsh Church Act Fund and within the restrictions of the funds, we are happy that we are able to offer core funding alongside project funding on a multi-year funding as long as the focus of the work to be funded meets these original objectives. Critically, groups can now apply for core funding for up to three years.

Managing budgets over future years is not easy, particularly within the uncertain financial climate we are currently facing, The strong rate of growth within the funds that we have seen in recent years has helped to support the introduction of this new way of working which, with careful management over time will become a sustainable model of working. We've created a model that balances being able to support groups longer term whilst also ensuring funding is available for new work and new ideas.

Alongside awarding grants we've been working on two exciting projects:

- In partnership with the Charity Commission, we are calling on trustees to come forward and seek support to unlock the potential of dormant assets in Wales. The 'Revitalising Trusts Programme in Wales' is hoping to unlock up to £12 million of dormant charitable funds in Wales. We are offering support to trustees of inactive charities to put their charitable funds to good use. You can read more about this scheme by clicking here.

Katy Hales
Director of Philanthropy

- Have you heard about the 'Pears Action Learning Project' we've been working on during the last couple of years? Alongside this broader Trust & Foundation project, Pears Foundation enabled us to offer £2,000 to unlock capacity within 25 organisations in return for taking part in some research and action learning. 6 of these organisations are based in Gwent. This was not your usual grant programme and our aim was to gain a better understanding of the process required to start a successful partnership between grantees and funders whilst identifying some good practice that can be shared with others. Keep an eye out for the evaluation report that will be published during the next 6 months.

Alongside our existing funds, we have distributed funding from the following new funds across Wales within the last year:

Older Peoples Fund

Twenty-seven organisations across Wales received grants of up to £5,000 per year for up to 3 years from the Older Peoples Fund. One groups based in Flintshire – Enbarr Foundation CIC – received a grant of £4,627.

Principality Building Society's Future Generations Fund

A new partnership with the Principality Building Society has enabled us to award in excess of £100,000 worth of grants to third sector and community organisations that support young people across Wales. We were inundated with applications from across Wales and 24 third sector organisations successfully secured funding for one-year projects. We received 100 applications to this round of funding, which shows the enormous need for funding to support young people across Wales. Successful grantees will be announced in mid September.

Nation of Sanctuary Croeso Fund

This fund was launched to raise money to support charities, community groups and organisations working with people displaced by conflict who have arrived in Wales; providing them with essential items and helping them to settle in their new surroundings. It's been created as a fundraising fund and an endowment fund that will support people seeking sanctuary now and into the future. We received a £1,000,000 donation from the Welsh Government in the first week of launching the fund and we've continually fundraised since then - Click here to read more about this fund.

Your support

Did you know that you can become a Friend of Community Foundation Wales? This is an exclusive philanthropic group that is helping to change lives in Wales. Friends demonstrate their commitment to a fairer, more equitable Nation, encouraging working together as a community and supporting those who need it the most. If you or anyone you know is interested in this initiative, please contact me preferably by email – katy@communityfoundationwales.org.uk or leave a phone message including how to contact you on 029 20379580 and I will call you back.

Katy Hales

Director of Philanthropy

Fund History

The Flintshire Community Endowment Fund was established in September 2013 following the decision by Flintshire County Council to transfer the assets obtained following the closure of a range of historic trust funds to a new 'umbrella' fund at Community Foundation Wales.

The fund was officially launched in November 2013 at Airbus in Broughton. The value of the endowment on transfer was £178,998. This fund now falls under the Trusteeship of Community Foundation Wales.

In March 2018, the Clwyd Welsh Church Act Fund was also transferred to Community Foundation Wales. The Fund was to cover the Welsh Church Act funds for Flintshire, Wrexham and Denbighshire. The value of the fund on transfer was £537,497. Flintshire County Council remains the Trustee for this fund.

The distribution percentage based on the population is as follows:
- Denbighshire – 25.4%
- Flintshire – 40.3%
- Wrexham – 34.3%

Community Foundation Wales was also instructed to undertake the grantmaking element for Flintshire, using the skills of the panel already set up for the Community Endowment Fund.

In 2019, following conversations with Wrexham County Council, we also undertook the grantmaking element for Wrexham, using the skills of the panel set up for the Wrexham Community Endowment Fund.

We make a payment to Denbighshire County Council for grantmaking as Denbighshire Council for Voluntary Services undertake the grantmaking element of the fund for Denbighshire.

Although not a County Council transfer, in 2013 we were transferred the endowment for the Hawarden & District relief in Need Fund, to the value of £255,594. The grant making for the fund is managed internally by the grants team at Community Foundation Wales. As the name suggests, the Fund supports those in Hawarden and District who may be in crisis and/or vulnerable and are struggling with limited resources. A list of grants from this fund are listed on Page 18.

Overview

Flintshire Community Endowment Fund & Flintshire Welsh Church Art Fund (Flintshire Funds) grants are awarded twice a year.

The fund has its own grants panel which is made up of five members, each with good knowledge and experience of the needs within Flintshire, specifically focused on education and community, as the objectives for both funds cover these areas.

The members are nominated by the Council and serve for a minimum period of three years.

The members during the last financial year were:

- Fiona Mocko, Strategic Policy Advisor, Flintshire County Council
- Trevor Jones, Flintshire Council Officer within the Department of Education
- Cllr. Christopher Bithell, Flintshire County Council
- Cllr. Clive Carver, Hawarden Community Council and Flintshire County Council
- Heather Hicks, Flintshire County Voluntary Council.

The panel is chaired by a senior staff member of Community Foundation Wales. Panel recommendations are presented to Community Foundation Wales' board of trustees which reviews and ratifies grant decisions. The input and knowledge of panel members has been invaluable and ensures that all grant decisions are made locally and informed by knowledge of local needs and priorities.

All grants are awarded subject to strict terms & conditions and are monitored after twelve months to ensure compliance with the terms of the grant and to measure the impact of the grants on individuals and communities.

Financial Report

Investment Portfolio

The Foundation operates a total return policy for its investment portfolio. This means that any income is reinvested, leading to stronger fund growth longer term. Each year Foundation Trustees decide on a percentage of the market value of the fund to be made available for grant making. This percentage may vary depending on the health of the fund, demand for funding and current market conditions. In 2020/21 we distributed 3.5% and in 2021/22, 4%. To enable multi-year grant-making we will increase the percentage for distribution to 5% in 2022/23.

Performance to date

In the 2020/21 year, our investment portfolio saw a remarkable turnaround from the lows seen in 2019/20 as a result of the COVID pandemic. By the end of March 2021, the fund values had been restored and the year-end values exceeded pre pandemic levels, with the total investment portfolio of Community Foundation Wales being valued at £20m. This positive economic growth continued through 2021.

As we came into 2022, we expected a continuation of the positive economic growth seen in 2021, albeit at a slower rate and this was reflected in the March 2022 investment portfolio valuation of £21.5m.

Outlook

Inflation and geopolitical risks have now risen to the top of concerns. Governments and central banks provided unprecedented levels of support during the pandemic and this, along with supply chain disruption, higher commodity prices and wage growth pressures, have led inflation to the highest levels in decades. Russia's invasion of Ukraine in February generated additional uncertainty.

Markets may remain volatile for some time however, our focus on high-quality companies, which may cause deviation from benchmark returns in the short-term as the prospect of higher inflation negatively impacts exactly the sort of companies best placed to cope with it, will win out as long-term investors as a result of their underlying quality. We believe there is still room for growth from the world's major economies 'post-COVID', which should keep corporate profits moving higher.

Flintshire Community Endowment Fund Statement

	2020/21	2021/22	2022/23
Fund Balance on 1 April	201,685	251,396	264,831
Grants			
Grants paid in year	(2,756)	(4,000)	
Less: paid in year but awarded in prior year	-	-	
Add: awarded but not paid in year	-	(6,000*)	
Returned grants	-	-	
Admin fees			
Admin fee annual @ 1.25%	(2,852)	(3,372)	
Admin fee grants @ 10%	(236)	(400)	
Investment performance			
Investment income	4,862	5,299	
Investment gain	50,693	21,908	
Fund Balance on 31 March	**251,396**	**264,831**	**TBC**
Per financial statements			
Funds available for distribution			
Balance on 30 September (prior year)	222,006	228,157	269,780
Distribution %	3.5%	4%	5%
Available for distribution	7,770	9,126	13,489
Multiyear grants awarded last year	-	-	(3,000**)
Multiyear grants awarded 2 years ago	-	-	-

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Multiyear grants awarded 3 years ago	-	-	-
Total available for grant award in year	**7,770**	**9,126**	**10,489**

*3 x £1,000 per year multi-year (3 years) grants awarded therefore a further £3,000 is committed in each of the following 2 years.
** £3,000 as the second year of multi-year grants awarded in 2021/22

Clwyd Welsh Church Act Fund Statement

	2020/21	2021/22	2022/23
Fund Balance on 1 April	522,257	652,132	710,019
Grants			
Grants paid in year	(6,570)	(13,306)	
Less: paid in year but awarded in prior year		-	
Add: awarded but not paid in year	-	(1,000*)	
Returned grants	-	-	
Admin fees			
Admin fee annual @ 1.25%	(7,378)	(8,748)	
Admin fee grants @ 10%	(697)	(1,431)	
Investment performance			
Investment income	12,597	14,025	
Investment gain	131,883	68,346	
Fund Balance on 31 March	**652,132**	**710,019**	**TBC**
Per financial statements			
Funds available for distribution			
Balance on 30 September (prior year)	581,796	590,243	699,822
Distribution %	3.5%	4%	5%
Available for distribution	20,363	23,610	34,991
Multi year grants awarded in previous year	-	-	-
Total available for grant award in year	**20,363**	**23,610**	**34,991**

Allocation by Council

Wrexham 34.3%	6,984	8,098	12,002
Flintshire 40.3%	8,206	9,515	14,101
Denbighshire 25.4%	5,172	5,997	8,888
	20,363	**23,610**	**34,991**

*Not paid due to outstanding grant condition.

Summary of grants awarded

Flintshire Community Endowment Fund

2020/21 – No applications were received in Welsh this round.

Applicant	Summary of Grant	Total Amount Awarded	Paid	Scheduled future payments	Scheduled future payments
Female	Sports Grant	£200	£200	£0	£0
Female	Sports Grant	£200	£200	£0	£0
Male	Sports Grant	£200	£200	£0	£0
Male	Sports Grant	£200	£200	£0	£0
Friends Of Ysgol Maes Hyfryd	The project supports the educational development and supports individuals with sensory processing disorder. It focuses on developing key skills of communication, cognition, independence, physical development, self-care and sensory responses, all of which are transferable skills that equip pupils for life beyond the school.	£956	£956	£0	£0
Techniquest Glyndwr (trading name of North Wales Science)	The project delivered workshops in 4 primary schools based in the Flint area, to key stage 2 students and their families. The e-Bug project encourages healthy living, by involving the children and adults in hands-on activities that display the importance of good hygiene practices	£1,000	£1,000	£0	£0

		Total Amount Awarded	Paid	Scheduled future payments 2022/23	Scheduled future payments 2023/24
and inform everyone about the proper uses of antibiotics. The e-Bug project provides educational development of school aged children, mainly aged 7-11, and using informal learning technique					
		£2,756	£2,756	£0	£0

2021/22 – One application was received in Welsh out of 9 applications (11%). The application was successful.

Applicant	Summary of Grant	Total Amount Awarded	Paid	Scheduled future payments 2022/23	Scheduled future payments 2023/24
Buckley Ju Jitsu Club	The Ju Jitsu Club helps young people overcome bullying and poor mental health. They provide life skills by increasing their confidence and social skills.	£1,000	£1,000	£0	£0
Emerge Community Arts	Emerge Community Arts provide music and performing arts projects which support young people and adults who have learning disabilities and/or mental health issues.	£3,000	£1,000	£1,000	£1,000
North Wales Horse Watch	North Wales Horse Watch provide advice and support to equine and rural communities. Applying for multiyear funding to help cover the cost of education resources and project marketing	£3,000	£1,000	£1,000	£1,000
Speakers for Schools	Speakers for Schools is dedicated to supporting the social mobility of young people facing disadvantage. By prioritising those with the highest need, partnering with local schools, businesses and industry leaders they work to make a tangible difference to communities.	£3,000	£1,000	£1,000	£1,000
		£10,000	£4,000	£3,000	£3,000

Clwyd Welsh Church Act Fund

2020/21- No applications were received in Welsh this round.

Applicant	Summary of Grant	Total Amount Awarded	Paid	Scheduled future payments	Scheduled future payments
St Bartholomew's Church	This project enables the church to reorder the building to facilitate more activities for the local communities. This project was reworked due to the Covid restrictions they have created a social distanced drop-in centre so the community can come together.	£1,000	£1,000	£0.00	£0.00
		£1,000	**£1,000**	**£0.00**	**£0.00**

Applicant	Summary of Grant	Total Amount Awarded	Paid	Scheduled future payments	Scheduled future payments
Wrexham Welsh Church Act Fund	Grants to groups in Wrexham	£500	£500	£0.00	£0.00
Denbighshire Welsh Church Act Fund	Grant to Denbighshire County Council who distribute this funding	£5,070	£5,070	£0.00	£0.00
		£6,570	**£6,570**	**£0.00**	**£0.00**

2021/22 - One application was received in Welsh out of 6 applications (16%). The application was successful.

Applicant	Summary of Grant	Total Amount Awarded	Paid	Scheduled future payments 2022/23	Scheduled future payments 2023/24
All Saints church, Ffynnongroyw, part of Bryn a Môr Mission Area, St Asaph Diocese	All Saints Church supports the whole community for all ages. They are applying for stacking chairs, foldable table and resources for craft initiatives.	£1,000	£1,000	£0.00	£0.00
Capel Bethesda, Yr Wyddgrug	Applying for a grant to replace the fire exit at the church to make the room that is rented out to the community safer for all to use.	£1,000	£0.00	£0.00	£0.00
RiverDee Community Church	RiverDee Community Church work with individuals and groups of all ages to support mental health and wellbeing and the community. Funding will help cover the cost of monthly meals.	£1,000	£1,000	£0.00	£0.00
Saltney Ferry Scout & Guide Group	Saltney Ferry Scout & Guide Group provides activities for children and young people. Funding will help cover the costs of rock-climbing permit training, sports and safety equipment	£1,000	£1,000	£0.00	£0.00
St Paul's Church	Funding will help cover the cost of installation of a toilet and kitchen.	£1,000	£1,000	£0.00	£0.00

Treffynnon Cyntaf Scout Group (Holywell)	Treffynnon Cyntaf Scout Group provides activities for children and youth people, which develops new and existing skills. Funding will help cover the cost of weekend residential.	£1,000	£1,000	£0.00	£0.00
		£6,000	**£5,000**	**£0.00**	**£0.00**

Wrexham Welsh Church Act Fund	Grants to groups in Wrexham	£1,750	£1,750	£0.00	£0.00
Denbighshire Welsh Church Act Fund	Grant to Denbighshire County Council who distribute this funding	£6,556	£6,556	£0.00	£0.00
		£14,306	**£13,306**	**£0.00**	**£0.00**

Hawarden & District Relief in Need Fund

Type	Grant Applicant	Summary of Grant	Amount
Individual	Female	Crisis Grant	£750
Individual	Female	Crisis Grant	£270
Individual	Female	Crisis Grant	£1,000
Individual	Female	Crisis Grant	£775
Individual	Male	Crisis Grant	£690
Individual	Female	Crisis Grant	£1,300
Individual	Female	Crisis Grant	£1,040
Individual	Female	Crisis Grant	£615
Individual	Female	Crisis Grant	£380
Individual	Female	Crisis Grant	£735
Individual	Female	Crisis Grant	£2,100
Individual	Female	Crisis Grant	£287

Total grants awarded since last impact report - £9,942

Case studies

Saltney Ferry Scout & Guide Group were awarded a grant from the Flintshire (Clwyd) Welsh Church Act Fund of £1,000 to provide training and equipment that would enable them to offer a greater range of activities for the young people they work with. The group provides physical, intellectual, social, emotional and spiritual development of young people to build their skills and resilience to help them to take a constructive role in society as responsible citizens, often representing themselves, their family, their group and their community at local, national and international events.

They run weekly activities including camping, kayaking, climbing, archery, target shooting, sailing, hiking, trips, challenges, youth leadership and more. This grant was specifically to develop climbing and kayaking/canoeing provision. The grant has funded four leaders to attend a climbing course and also cover the cost of a permit to enable them to put their learning into action. This will help the group to provide this activity as a reduced cost to the children and young people in the groups as they won't need to buy in external professional support.

Early this year the group took on a mammoth trip, taking 14 children on a kayaking/canoeing trip down the River Wye, covering 32 miles. The grant was also used towards the cost of buoyancy aids and cagoules to enable children to have the correct equipment and clothing to take part in this activity. The children and young people learnt new skills and challenged themselves outside of their comfort zones to improve confidence and self-esteem. They learnt how to stay safe as individuals as well as how to look out for others who may be struggling. Many more activities are planned now that they have increased the equipment they have and the skills of their volunteers to lead on various activities.

Emerge Community Arts support young people and adults who experience learning disabilities and/or mental health issues to prevent social isolation and support them to learn new skills. They were awarded a grant from Flintshire Community Endowment Fund of £3,000 over 3 years to help cover the costs of the employment of a musical technician for the Sound Express project. Sound Express is a unique band whereby everyone in the band has a learning disability.

The band writes and records their own Music and meets weekly to practice and perform to the local community. One of their volunteers who, is at risk of social isolation and long-term unemployment due mental health issues and social communication difficulties, has been learning with them over the past 3 years has developed his skills in Audio/music production. In September, he was successful in becoming employed by Emerge Community Arts for 1 day per week to support the band in recording as part of a work placement initiative.

Since receiving the funding, the band have performed 3 gigs. The band is able to work more productively with a technician to support rehearsals and gigs. He has improved the quality of the band as he can adjust and measure it as they are playing. They have seen a huge change in the musical technician since becoming employed and he would like to take on further work with them develop more skills. He has started the recording process with them, and they are recording their first song 'Bob can't get a job!' One challenge is the recording software. The laptop used for recording broke, so they had to wait a few weeks for another one to use.

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Mae'r dudalen hon yn wag yn bwrpasol

Flintshire Community Funds

Presentation to Corporate Resources Overview and Scrutiny Committee
20 April, 2023

Introduction

- Community Foundation Wales - update

- Fund History and Overview – Flintshire Community Endowment Fund/Tri-partite Welsh Church Act Fund

- Financial performance

- Case Studies

Community Foundation Wales - Update

- In 2021/22 we distributed £2.3 million of grants across Wales

- £30,500 was directly to groups based in Flintshire

Community Foundation Wales

Fund History and Overview

- **Flintshire Community Endowment Fund**

- Grants to individuals up to and including the age of 25 years who are currently resident in the Local Authority area of Flintshire can apply for up to £200 to support education achievement or to support the cost of representing the area of North East Wales in sport or other activities.

- Not for profit organisations working with residents of the Local Authority area of Flintshire can apply for grants up to £1,000 for projects focussed on education development and school based projects that support health matters and healthy living.

Fund History and Overview

	Initial Fund Value	Year of Transfer	Fund Value	Value of funding available
Flintshire Community Endowment Fund	£178,998	2013	At March 2021 £251,396	£7,770
			At March 2022 £264,831	£9,126

Fund History and Overview

- **TriPartite Welsh Church Act Fund - Flintshire**

- Churches and not for profit organisations working with residents of the Local Authority area of Flintshire can apply for grants up to £1,000 to support the cost of: - refurbishment and upkeep of churches, chapels and community/village halls within the county
- working to address disadvantage to benefit Flintshire residents   - providing social and recreational activities for Flintshire residents

Fund History and Overview

	Initial Fund Value	Year of Transfer	Fund Value	Value of funding available (Flintshire)
TriPartite Welsh Church Act Fund	£537,497	2018	At March 2021 £652,132	£8,206
			At March 2022 £710019	£9,515

Financial Performance

- Challenging investment environment

  - o By March 2021 our portfolio value had returned to pre pandemic levels

  - o The portfolio is stable currently, despite a challenging financial outlook

- Looking ahead

  - o Uncertainty remains due to the situation in Ukraine

  - o Our investment managers are confident there is still room for growth

Tudalen 60

Case Studies

St Bartholomew's Church

As a result of feedback from out community, instead of organising community activities, we have concentrated on creating a space in which people feel safe to spend time either with friends or alone, a space where they can find someone to talk to and someone to listen as it is needed. Having been housebound for so long visitors have told us that they appreciate the opportunity to meet up and have a chat and a cup of tea in a quiet space.

Case Studies

Tudalen 62

Friends of Maes Hyfryd School

'This grant has made a 'real' difference to our children as they now have a dedicated sensory area within class providing visual effects to help calm, relax, engage and motivate our children. It has improved the children's attention levels as well as visual and communication skills. Our occupational therapist has recorded noticeable differences in some of the children's level of engagement which enables them to access more learning opportunities and communicate more effectively.'

Mae'r dudalen hon yn wag yn bwrpasol

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 20th April, 2023
Report Subject	Council Plan 2023-28
Cabinet Member	Leader of the Council and Cabinet Member for Education Welsh Language, Culture and Leisure
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2023-28 has been reviewed and refreshed to reflect the key priorities of the Council for the five-year term of the new administration.

The 'super-structure' of the Plan comprises of seven priorities and relevant sub-priorities. The seven priorities take a long-term view of recovery, projects and ambitions over the next five years.

The Council Plan 2023-28 will be published in a similar format to previous years, identifying actions aimed at achieving the Well-being objectives, priorities and sub-priorities. National and regional issues/risks which could impact on the achievement of these priorities will be identified and monitored.

Part 2 of the Council Plan will be considered by the respective Overview and Scrutiny committees to ensure full coverage of Part 1 of the Council Plan 2023-28 and its respective measures and their targets.

RECOMMENDATIONS	
1.	To support the Council Plan 2023-28 Part 1 and Part 2 documents that outline the actions, measures and risks that underpin the Priorities, Sub-Priorities and Well-being objectives of the Council Plan 2023-28.

REPORT DETAILS

1.00	COUNCIL PLAN 2023-28
1.01	It is a requirement of the Local Government and Elections (Wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.
1.02	A full review has been undertaken to ensure the appropriateness and relevance of the well-being objectives, priorities, and sub-priorities going forward. This includes a review of the current Council Plan 2022-23 to determine: • priority actions that continue from 2023 onwards for sustained attention • priority actions which could be removed as they have been completed or become operational (business as usual); and • emerging new priority areas, actions and measures for 2023-28
1.03	The high-level structure of the Council Plan 2023-28 was agreed in October 2022, and consists of seven priorities, well-being objectives, and a number of sub-priorities as detailed below: **Priority: Poverty** **Well-being Objective:** Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient Sub-priorities: - Income Poverty - Child Poverty - Food Poverty - Fuel Poverty - Digital Poverty **Priority: Affordable and Accessible Housing** **Well-being Objective:** Housing in Flintshire meeting the needs of our residents and supporting safer communities Sub-priorities: - Housing Support and Homeless Prevention - Housing Needs and Housing Options - Social Housing - Private Rented Sector - Empty Properties* (Removed) **Priority: Green Society and Environment** **Well-being Objective:** Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint Sub-priorities: - Phosphates Mitigation - Net Zero Carbon Council (Previously called Carbon Neutrality) - Climate Change Adaptation - Flood Risk Management Strategy - Strategic Flood Consequences Assessment

- Fleet Strategy
- Green Environment
- Flintshire Forest
- Green Access
- Renewable Energy* (Removed)
- Active and Sustainable Travel Options
- Circular Economy

Priority: Economy
Well-being Objective: Connecting communities and enabling sustainable economic recovery and growth
Sub-priorities:
- Rural Regeneration
- Levelling Up* (Removed)
- Town Centre Regeneration
- Business
- Transport Connectivity
- Digital Infrastructure
- Local Development Plan (LDP) Targets
- Spending Money for the benefit of Flintshire* (Removed)
- Reducing Worklessness

Priority: Personal and Community Well-being
Well-being Objective: Supporting people in need to live as well as they can
Sub-priorities:
- Independent Living
- Safeguarding
- Direct Provision to support people closer to home
- Local Dementia Strategy
- A Well-connected, Safe and Clean Local Environment.

Priority: Education and Skills
Well-being Objective: Enabling and Supporting Learning Communities
Sub-priorities:
- Educational Engagement and Achievement
- Digital Learning Opportunities
- Learning Environments
- Learning Community Networks
- Specialist Educational Provision
- Welsh Education Strategic Plan (WESP)
- Well-being

Priority: A Well-managed Council
Well-being Objective: A responsible, resourceful, and trusted Council operating as efficiently as possible
Sub-priorities:
- People
- Anti-Racist and Anti-Discriminatory Council
- Financial Resilience
- Flintshire Assets
- Digital
- Partnerships

1.04	Four of the sub priorities presented to Cabinet in October 2022, marked with an * above, have now been removed. The reason why they have been removed from the Council Plan 2023-28 is detailed below:
	• **Empty Properties*** – Does not warrant a specific sub priority within the Council Plan going forward as work has now become business as usual.
	• **Renewable Energy*** - Does not warrant a specific sub priority within the new Council Plan as this has been captured within the Climate Change and Adaptation sub priority.
	• **Levelling Up*** - The Council was not awarded any funding from the Levelling Up Fund (LUF) Programme. Any actions and risks associated with LUF have therefore, been removed from the Council Plan 2023-28.
	• **Spending Money for the benefit of Flintshire*** - Does not warrant a specific sub priority in the Council Plan going forward as social value work has now become business as usual.
1.05	A lot of work has taken place within each of the portfolios to identify the actions, measures and risks that sit beneath each of the sub priorities and underpin the Council Plan. These are detailed within the Council Plan Part 2 document attached (Appendix Item 2).
1.06	Part 2 of the Council Plan will be considered by the respective Overview and Scrutiny committees to ensure full coverage of Part 1 of the Council Plan 2023-28 and its respective measures and their targets.
1.07	Following adoption by County Council, the Council Plan 2023-28 will be available as a web-based document published on the Flintshire County Council website.

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium-Term Financial Strategy and Capital Programme and will continue to be monitored during the regular budget monitoring and financial review arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	To date, all Members have had the opportunity to consider and review the draft Well-being objectives, priorities and sub-priorities before these were agreed in October 2022.
3.02	All Members will have the opportunity to review the Council Plan Part 2 document and scrutinise any actions, measures and/or targets set for 2023-28.

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT

4.01	**Ways of Working (Sustainable Development) Principles Impact**

Long-term	The Council Plan 2023-28 continues to be aligned to the Sustainable Development Principles across all of their working. A high-level Integrated Impact Assessment will be undertaken on the Council Plan 2023-28. This will be supported with an overview of the Integrated Impact Assessments that will be carried out to support the actions identified within the Council Plan 2023-28.
Prevention	
Integration	
Collaboration	
Involvement	

Well-being Goals Impact

Prosperous Wales	The Council Plan 2023-28 continues to provide 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	

Council's Well-being Objectives
The Council's Well-being objectives have been reviewed as part of this exercise. The refreshed set Well-being objectives is found within this report in section 1.03.

5.00	APPENDICES

5.01	**Appendix 1 - Council Plan 2023-28 Part 1:** An overview of the Well-being Objectives, Priorities, Sub priorities and their definitions **Appendix 2 - Council Plan 2023-28 Part 2:** How achievements will be measured - Supporting Actions, Measures and Risks

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS

6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Sam Perry, Performance and Risk Management Support Officer **Telephone:** 01352 701476 **E-mail:** Sam.perry@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Council Plan:** The document which sets out the annual priorities of the Council.
8.02	**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.
8.03	**Council Plan Part 2:** The document which underpins the Council Plan, which captures the Actions, Measures, and Risks set out within each priority.

Council Plan 2023/28 – Part 1

Priority Name	Poverty
Description/ Well-being Objective	**Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient**
Income Poverty **Definition:** People on low income who are unable to meet day to day living costs	• Providing free access to swimming lessons (subject to WG funding), children's outdoor play areas, resources, and information via library services – by March 2024 • Providing free activities and sports sessions during all school holidays within communities across Flintshire (subject to external grant funding) – by March 2024 • Further develop our community hub approach giving access to a range of programmes, services, and agencies together in one place – by March 2024 • Explore development of support schemes to mitigate in work poverty – by March 2024 • Delivering Welsh Government support schemes linked to the cost-of-living crisis – by March 2024 • Maximising the number of people signposted for support to facilitate longer term change – by March 2024 • Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently – by March 2028 • Maximising the take up of the Discretionary Housing Payments scheme and other financial support – by March 2028
Child Poverty **Definition:** Children who do not have access to adequate food, clothing, shelter, and education to lead a healthy and active life	• Encouraging further take-up of the free school breakfast for year 7 pupils eligible for free school meals – by September 2023 • To contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion – by September 2023 • Continuing to ensure children and young people have access to transitional play/youth activity to support succession from play opportunities into youth clubs to further support young people's development' - by March 2024 • Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts, and meals (subject to external grant funding) – by March 2024 • Providing free physical activity and well-being sessions within the summer School Holiday Enrichment Programme (SHEP) (subject to external grant funding) – by March 2024
Food Poverty	• Continuing to develop delivery of a "Hospital to Home" meals service – by March 2024

Definition: People who are not able to access food that meets their daily nutritional needs and requirements	• Further develop of the warm spaces initiative in partnership with organisations and third sector – by March 2024 • Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts, and meals (subject to external grant funding) – by March 2024 • Continue to roll out a transported and delivered food service "Mobile Meals" to those who are vulnerable – by March 2026 • Introduce and develop a "Well Fed at Home Service" – by March 2026
Fuel Poverty **Definition:** Households that spend more than 10% of their income (after housing costs) on energy Linked to Affordable and accessible housing Linked to Personal and Community Well-being	• Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2024 • Engaging, supporting, and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2024
Digital Poverty **Definition:** Inability to interact fully in a digital world when, where and how an individual needs to	• Aura - Free access to PCs and internet – by March 2024 • Supporting people to use digital technology through Digital Workforce Volunteers – by March 2026 • Continuing to provide free of charge public access to the internet at Flintshire Connects Centres - by March 2026
Priority Name	**Affordable and Accessible Housing**
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing Support and Homeless Prevention **Definition:** Offering support to people to retain their housing and live well and ensuring homelessness is rare, brief, and unrepeated	• Identify site for a young person's homeless hub offering accommodation and support services – by June 2023 • Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business" – by March 2024 • Ensuring when homelessness does occur it is rare, brief, and non-recurring – by March 2024 • Progress build project for the new homeless hub accommodation – by December 2024 • Delivering our Rapid Rehousing transition plan – by March 2025 • Promoting housing support and homeless prevention services with our residents and partners – by March 2028

	• Commissioning a wide range of housing related support that meets the needs of the people of Flintshire – by March 2028
Housing Needs and Housing Options **Definition:** Helping people to explore their housing options so they can access the right homes to meet their needs Linked to Poverty	• Create a Single point of access service for Housing help and advice – by March 2024 • Developing self-service approaches that enable people to identify their own housing options through online support – by March 2024
Social Housing **Definition:** Working with housing partners to develop and invest in affordable housing and social housing - with modern methods of construction, improving the quality of Council homes, and a commitment towards carbon neutral Linked to Poverty Linked to Green and Environment	• Finalise the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by September 2023 • Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2024 • In partnership with Denbighshire CC, creating a new Dynamic Procurement System to ensure CPRs are met and provide a wider opportunity for tendering Disabled Adaptation projects – by December 2024 • Supporting our tenants to access technology and create sustainable digital communities - by March 2025 • Increasing the Council's housing portfolio by building social housing properties and affordable properties for North-East Wales (NEW) Homes – by March 2028 • Working with housing association partners to build new social housing properties and additional affordable properties – by March 2028 • Ensuring that any new social housing stock meets DQR standard energy efficiency A rating – by March 2028 • Maximising Welsh Government Funding to increase stock capacity – by March 2028 • Ensuring increase in stock capacity meets the identified needs and demands – by March 2028 • Ensuring that the Council's housing stock maintains the current Welsh Housing Quality Standards – by March 2028 • Implementation of the initial recommendations of the sheltered housing review to ensure that it continues to meet the needs of current and prospective tenants – by March 2028

Private Rented Sector **Definition:** Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities	• Creating a Private Sector Housing Support Team - by March 2024 • Engaging with private sector tenants, giving them a voice, and responding to their needs – by March 2028 • Working in partnership with landlords and private sector agents to better understand their needs – by March 2028
Empty Properties **Definition:** Bringing empty homes back into use to enhance the local housing market and improve our local communities	**REMOVED** – Now business as usual
Priority Name	**Green Society and Environment**
Description/ Well-being Objective	Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
Phosphates Mitigation **Definition:** Provision of viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation protected rivers	• Producing guidance on viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers – by March 2024
Net Zero Carbon Council (Changed from Carbon Neutrality) **Definition:** A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	• Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers – by March 2024 • Developing plans towards net zero carbon for our assets in line with Welsh Government guidance – by March 2024 • Working with Flintshire's leisure and culture trust partners to reduce carbon emissions – by March 2024 • A net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery – by 2030 • Aura's Council-owned building assets to contribute towards the wider net carbon zero ambition – by March 2024
Climate Change Adaptation **Definition:** Be more resilient to the changes that have happened due to climate	• Reviewing the Council's Strategic Flood Consequences Assessment – by June 2023 • Reviewing the Council's Flood Risk Management Strategy – by June 2024 • Carrying out flood investigations and alleviation works where appropriate – by March 2024

change and prepare for predicted future change	• Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – by March 2024 • Ensuring climate change and biodiversity are considered a priority in key decision making across all Council services – by March 2024 • Identifying projects to further support climate adaptation ambitions following Welsh Government guidance – by March 2024
Flood Risk Management Strategy **Definition:** Refresh the Council's flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk	• Reviewing the Council's Flood Risk Management Strategy – by June 2024
Strategic Flood Consequences Assessment **Definition:** Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023	• Reviewing the Council's Strategic Flood Consequences Assessment – by June 2023
Fleet Strategy **Definition:** Reducing the environmental impact of our fleet	• Reducing the environmental impact of Aura's fleet via the wider agreement with the Council – by March 2024 • Reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV) – by March 2030
Green Environment **Definition:** Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife, and the environment	• Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan – by March 2024 • Progressing Ash Dieback Action Plan – by March 2024 • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty – by March 2024 • Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate – by March 2024

Flintshire Forest **Definition:** Development of a plan to establish a Flintshire Forest that will identify available land assets, budget requirements and a realistic delivery timescale	• Developing a Flintshire Forest Plan – by March 2024
Green Access **Definition:** The promotion, good management, and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors	• Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2024 • Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2024
Renewable Energy **Definition:** The promotion and support of renewable energy opportunities across the Council Estate and wider communities	**REMOVED** - Captured within the Climate Change and Adaptation Sub Priority
Active and Sustainable Travel Options **Definition:** Create opportunities to increase levels of walking and cycling (active travel) and the use of sustainable public transport options, enabling the undertaking of multi-modal transport journeys to access key destinations	• Implementation of 20mph national legislation - by September 2023 • Promoting active travel and further develop the County's walking and cycleway network - by March 2028 • Supporting the development of public electric vehicle charging network - by March 2028 • Implementing formalised crossing facilities at existing school crossing patrol sites - by March 2028 • Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives - by March 2028 •
Circular Economy **Definition:** Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire	• Reviewing the Council's Waste Strategy – by September 2023 • Achieving Welsh Government recycling targets – by March 2024 • Working in partnership, actively support and engage with community led groups by developing recycling initiatives – by March 2024 • Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises – by March 2024

	• Developing a Recycling Waste Transfer Station for the deposit and processing of recyclable materials – by March 2025
Priority Name	**Economy**
Description/ Well-being Objective	**Connecting communities and enabling a sustainable economic recovery and growth**
Rural Regeneration **Definition:** Ensure that Economy interventions consider and meet the needs of rural businesses and individuals	• Ensuring that Economy interventions consider and meet the needs of rural businesses and individuals – by March 2024 • Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options – buy June 2023. • Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs – by March 2024.
Levelling Up **Definition:** Prepare and submit bids to the UK Government Levelling Up Fund programme to invest in projects in deprived coastal communities in Flintshire	**REMOVED** - The Council was not awarded any funding by UK Government from the Levelling Up Fund programme. Any actions and risks associated with LUF have therefore, been removed
Town Centre Regeneration **Definition:** Regenerate and re-invent our town centres Linked to Personal and Community Well-being Linked to Affordable and accessible housing	• Monitoring the health and vitality of town centres to support effective management and business investment decisions – by March 2024 • Encouraging and supporting investment in town centre properties specially to facilitate more sustainable uses and including improvements to the environment – by March 2024 • Understanding the needs of and supporting community enterprises in town centre locations – by March 2024 • Engaging town centre small businesses and promote support packages available to them – by March 2024 • Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation – by March 2024
Business **Definition:** Enable business continuity and encourage appropriate investment Linked to Green Society and Environment	• Supporting small and/or local businesses to engage with public sector procurement opportunities – by March 2024 • Supporting recovery of the County's Street and indoor markets – by March 2024 • Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects – by March 2024 • Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry – by March 2024

	• Increasing the scale and impact of the social business sector – by March 2024 • Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient – March 2024
Transport Connectivity **Definition:** Develop and promote effective transport connectivity while supporting recovery and economic growth	• Review and update the Councils integrated transport strategy – by March 2024 • Supporting the establishment of CJCs and delivery of the Joint Regional Transport Plan - by May 2024
Digital Infrastructure **Definition:** Ensure the digital networks facilitate and support recovery and growth	• Improving digital connectivity across the County for businesses and residents – by March 2024
Local Development Plan (LDP) Targets **Definition:** Achieve Local Development Plan (LDP) policy objectives for growth, protection, and enhancement	• Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government – by January 2024 • Maintaining and update the LDP Housing Trajectory in line with planning decisions made – by March 2024 • Making decisions at Planning Committee in line with the adopted LDP – by March 2024 • Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2024
==**Spending money for the benefit of Flintshire**== **Definition:** Grow our local economic vitality through social value commitments and procurement strategy	==**REMOVED** - Now business as usual and therefore, does not warrant a specific sub priority within the new Council Plan==
Reducing Worklessness **Definition:** Work with our partners to support individuals to gain employment ==Linked to Poverty==	• Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups – by March 2024 • Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2024

Priority Name	Personal and Community Well-being
Description/ Well-being Objective	Supporting people in need to live as well as they can
Independent Living **Definition:** People will be supported to live as independently as possible through the right type of support, when they need it	• Continuing to grow the Microcare market, including access to commissioned care packages – by March 2024 • Developing a national, regional, and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and can reach their full potential – by March 2024 • Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership – by March 2024 • Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services, and a sustainable model for the future – by March 2024 • Completing a review of Community Mental Health provision and define a model for the future – by March 2024 • Utilising the progression model as a way of promoting people's independence skills – by March 2024 • Working with Housing to fund a small team of people to support individuals with low level Mental health problems to improve their housing – by March 2024 • Providing additional placements for step down care within our in-house provision (Croes Atti 2) – by March 2025 • Planning for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold – by March 2025
Safeguarding **Definition:** Continue to embed safeguarding procedures so our employees understand how they can help safeguard people in the community	• Promoting the corporate e-learning package – by March 2024 • Preparing for the implementation of the new Liberty Protect Safeguard procedures – by March 2024
Direct Provision to support people closer to home **Definition:** The services we provide so people can access the support they need in their local community	• Exploring the recommissioning of advocacy services on a regional basis – by March 2024 • Increasing skills around autism with respect to advocacy – by March 2024 • Delivering a programme of registered Children's Homes to help avoid the need for residential placements outside Flintshire – by March 2025

	• Continuing to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment – by March 2025 • Continuing to grow our in-house fostering service to support more looked after children – by March 2025 • Developing childcare expansion and seamless childcare provision across programs – by March 2025
Local Dementia Strategy **Definition:** Continuing to improve the lives of people living with dementia in Flintshire	• Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2024
A Well Connected, Safe and Clean Local Environment **Definition:** Resilient communities where people feel connected and safe	• Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives – by March 2024 • Providing community hub sessions which target areas that have high anti-social behaviour and crime rates; to support young people who are at risk and to engage them with partners (subject to external grant funding) – by March 2024
Priority Name	**Education and Skills**
Description/ Well-being Objective	Enabling and Supporting Learning Communities
Educational Engagement and Achievement **Definition:** Providing diverse learning opportunities to support educational achievement in schools and communities	• Supporting the implementation of the revised curriculum for secondary pupils in years 7 and 8 - by September 2023 • Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level - by September 2023 • Through the roll out of the Wales Government delivery model for Community Focused schools establish a collaborative approach to reduce school exclusion and improve school attendance - by March 2024 • Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties - by March 2024 • Providing bespoke support for schools through training and development to improve the level of speech language and communication skills for pupils - by March 2024 • Continuing to deliver Alternative Provision (Education) and to increase the number of young people on the programme

	gaining qualifications and achieving their full potential (subject to external grant funding) – by March 2023
Digital Learning Opportunities **Definition:** Supporting education engagement and achievement through proactive use of accessible digital media Linked to Poverty	• All schools to have a formally adopted Digital Strategy - by December 2023 • Embedding the delivery plan for Integrated Youth Services by maintaining focus on digital, school and community engagement - by March 2024 • Increasing take-up of digital learning opportunities supported by Aura - by March 2024
Learning Environments **Definition:** Creating aspirational and flexible learning environments	• Continuing construction of the 3-16 campus at Mynydd Isa - by March 2024 • Commence construction of the Drury CP refurbishment and extension - by March 2024 • Complete construction of the Penyffordd CP extension - by March 2024 • Scheduling Council approval to progress Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme - by March 2024 • Commence design development options for a new Welsh medium primary school for Buckley/Mynydd Isa area - by March 2024. • Determine a strategy for school modernisation within the Saltney area - by March 2024 • Progressing the development of a new premises plan for the North-East Wales Archive - by March 2024 • To provide Duke of Edinburgh Award training opportunities for young people in Alternative Provision, schools, and community groups (subject to external grant funding) – by March 2024
Learning Community Networks **Definition:** Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices Linked to Personal and Community Well-being	• Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service - by March 2024 • Aura - Management of the Adult Community Learning (ACL) programme – By March 2024
Specialist Educational Provision	• Completing year two and commence implementation of year three of the revised legislation for the Additional Learning Needs - by March 2024

Definition: Extending local capacity to support learners with additional learning needs (ALN)	• Commence roll out of the strategic decisions for Additional Learning Needs provision to increase the level of in-house provision and reduce the reliance on out of county provision - by March 2024
Welsh Education Strategic Plan (WESP) **Definition:** Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050	• Complete the strategic actions for Year 1 of the WESP 5-year action plan - by September 2023 • Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood - by March 2024 • Reviewing Welsh medium resource provision for pupils with Additional Learning Needs - by March 2024
Well-being **Definition:** Working with schools and partners to provide opportunities for children, young people, and the education workforce to engage in activities which support their emotional health and well-being	• Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools - by March 2024 • Improving awareness of trauma informed practice with schools and Education and Youth employees - by March 2024 • Running a referral programme for children and young people with ACEs or a disability and their families to provide low cost / no cost physical activity opportunities to improve overall health and well-being (subject to Action for Children funding) – by March 2024
Priority Name	**A Well-Managed Council**
Description/ Well-being Objective	**A responsible, resourceful, and trusted Council operating as efficiently as possible**
People **Definition:** Recruit, retain, develop, and support the well-being of our employees to enable high quality service delivery	• Providing a workforce planning framework for use across the organisation – by September 2023 • Implementing a compliant and sustainable new pay model - by October 2023 • Maintaining competitive pay and reward, and terms and conditions of employment – by March 2028 (On-going) • Recruiting sufficient permanent high-quality staff with suitable qualifications and experience - by March 2028 (On-going) • Retaining existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the marketplace – by March 2028 (On-going) • Reducing the use of agency workers – by March 2028 (On-going) • Promoting the Council's Employee Assistance Programme to increase usage – by March 2028 (On-going) • Increasing the level of Welsh Language across the organisation – by March 2028 (On-going)

Anti-Racist and Anti-Discriminatory Council **Definition:** Welsh Government Anti-Racist Wales Action Plan and public sector equality duties	• Publish the Workforce Information report to meet our statutory public sector equality duties – by November 2023 • Publish the Strategic Equality Plan annual report to meet our statutory public sector duties and reduce unequal outcomes for people with protected characteristics – by November 2023 • Completing a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve – by December 2023 • Develop and implement an Action Plan to meet Welsh Government's Anti-racist Wales Action Plan – by September 2024
Financial Resilience **Definition:** Ensuring that the Council is sustainable over the medium to longer term	• Ensuring the funding needs of the Council over the medium term are met through financial planning – by March 2024 • Ensuring robust monitoring arrangements are in place for revenue and capital – by March 2024 • Ensuring that an adequate level of reserves is maintained by the Council – by March 2024 • Ensure robust processes exist for the management and recovery of debt including Council Tax and rent – by March 2024

Flintshire Assets
 	
Definition:
The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high-quality public services
	• Monitor Council progress against the Corporate Asset Management Plan – by March 2028 (On-going)
	• County Hall Master Plan - Form/Agree Strategy – by March 2028 (On-going)
	
	    o Review and refresh the Corporate Asset Management Plan – Annually
	    o Form and agree an options appraisal/strategy for County Hall Master Plan – by March 2024
	    o Form and agree Office Accommodation Strategy – by April 2024
	    o Commercial Estate Rent Review – by April 2024
	    o Review of Industrial Estate Strategy (Area by Area) – by April 2025

Digital **Definition:** Modernising our services so that they are designed around user needs and are simple, secure, and convenient	• Continue to provide a corporate Contact Centre for handling telephone calls to the Council – by March 2026 • Continue to administer a complaints procedure for customers to provide feedback on their experience with the Council – by March 2026 • Continue to promote My Account as an access channel to access the Council and its services – by March 2026 • Provide access to Council services on the internet in a responsive way (information can be accessed using different devices) – by March 2026

Partnerships **Definition:** Working collaboratively with partners across the private, public, voluntary and community sectors to achieve shared goals and priorities	• Working with public sector partners, develop and publish a local Well-being Plan for 2023-28 setting out the local well-being objectives and how the Public Services Board, including the Council, aims to achieve them – by May 2023 • Deliver three engagement events to encourage other organisations to sign up to the Armed Forces Covenant, which contribute to Flintshire County Council being re-accredited with the Defence Employers Recognition Scheme Gold Award in 2024 – by March 2024 • Review arrangements with alternative delivery model partners to ensure the ongoing delivery of shared outcomes, priorities and services - by March 2024

FLINTSHIRE COUNTY COUNCIL

Council Plan 2023/28

PART 2

How achievements will be measured - Supporting actions, tasks, and measures

Version 6 – March 2023

Performance Achievements 2023/28

Actions, tasks and measures have been set to monitor progress against an activity or plan. Actions are dated according to the target month for achievement. Performance will be monitored by percentage progress against the actions with supporting commentary.

Tudalen 86

Priority: Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Income Poverty	People on low income who are unable to meet day to day living costs	Chief Officer Housing and Communities AURA

Achievement Actions:

- Providing free access to swimming lessons (subject to WG funding), children's outdoor play areas, resources and information via library services – by March 2024
- Providing free activities and sports sessions during all school holidays within communities across Flintshire (subject to external grant funding) – by March 2024
- Further develop our community hub approach giving access to a range of programmes, services and agencies together in one place – by March 2024
- Explore development of support schemes to mitigate in work poverty – by March 2024
- Delivering Welsh Government support schemes linked to the cost-of-living crisis – by March 2024
- Maximising the number of people signposted for support to facilitate longer term change – by March 2028
- Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently – by March 2028
- Maximising the take up of the Discretionary Housing Payments scheme and other financial support – by March 2028

Associated Risks:

- HA04 - Increased financial risk due to business failures and ability to anticipate Council Tax Reduction Scheme (CTRS)
- HA27 - Increasing service demands to respond to HA04

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Average number of calendar days to process new claims for housing benefit and council tax reduction	17	20
Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	3	8
Total spend of Discretionary Housing Payments (%)	130	100

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of children enrolled in free swimming lessons	N/A – New Measure	TBC
Number of free to access outdoor play areas available to children across the county	195	195
Number of items loaned (physical and digital)	176,184	245,000

Tudalen 88

Priority: Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Child Poverty	Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life	Chief Officer Education and Youth AURA

Achievement Actions:

- Encouraging further take-up of the free school breakfast for year 7 pupils eligible for free school meals – by September 2023
- To contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion – by September 2023
- Continuing to ensure children and young people have access to transitional play/youth activity to support succession from play opportunities into youth clubs to further support young people's development' - by March 2024
- Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts and meals (subject to external grant funding) – by March 2024
- Providing free physical activity and well-being sessions within the summer School Holiday Enrichment Programme (SHEP) (subject to external grant funding) – by March 2024

Associated Risks:
- None identified

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Total number of children pre-registered for Summer Play Scheme	2,712	2,500[1]
Total number of children pre-registered for community and school play sessions/support	349	300[2]
Number of children attending Fit, Fed and Read sessions during school holidays	N/A	5,000

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[1] Reduced target due to reduced funding for 2023/24 and the initial uptake from Town and Community Councils looks less than previous years.
[2] Reduced target due to reduced funding for 2023/24 – No Summer of Fun or Winter of Well-being

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of children attending sessions held via Food and Fun	286	400[3]

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[3] In 21/22 the number of children attending was 286. This is based on 8 schools (9 cohorts) of a max of 40 attending. The target for 22/23 is 400. This is based on 10 schools.

Priority: Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Food Poverty	People who are not able to access food that meets their daily nutritional needs and requirements	Chief Officer Housing and Communities AURA

Achievement Actions:

- Continuing to develop delivery of a "Hospital to Home" meals service – by March 2024
- Further develop of the warm spaces initiative in partnership with organisations and third sector – by March 2024
- Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts and meals (subject to external grant funding) – by March 2024
- Continue to roll out a transported and delivered food service "Mobile Meals" to those who are vulnerable – by March 2026
- Introduce and develop a "Well Fed at Home Service" – by March 2026

Associated Risks:
- Funding discontinues
- Reduced take up from residents

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Numbers of residents enrolled in the "Mobile Meals" service	N/A – New Measure	40
Number of residents supported by the "Hospital to Home" meals service	N/A – New Measure	150
Number of children attending Fit, Fed and Read sessions during school holidays	N/A	5,000

Priority: Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Fuel Poverty	Households that spend more than 10% of their income (after housing costs) on energy	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2024 Linked to Affordable and accessible housing
- Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and well-being - by March 2024 Linked to Personal and Community Well-being

Associated Risks:

- PE25 - Domestic energy service is self-funding so remains vulnerable to a shortfall in income levels

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Total number of households receiving energy efficiency improvements	1,293	1,200 300 (Quarter)
Providing advice and signposting support to vulnerable households	N/A – New Measure	25 (Quarter)

Priority: Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Digital Poverty	Inability to interact fully in a digital world when, where and how an individual needs to	Chief Officer Governance AURA

Achievement Actions:

- Aura - Free access to PCs and internet – by March 2024
- Supporting people to use digital technology through Digital Workforce Volunteers – by March 2026
- Continuing to provide free of charge public access to the internet at Flintshire Connects Centres - by March 2026

Associated Risks:

- The number of people in digital poverty across Flintshire will increase
- Low-income households will not be able to access the internet
- People will not be able to access Council services online

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
The number of Digital Surgeries held at Connects Centres	N/A – New Measure	3 (Quarter)
The number of Sims issued to people in low-income households	N/A – New Measure	15 (Quarter)
Number of digital stations available across the libraries' network	125	145 (Quarter)

Priority: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Housing Support and Homeless Prevention	Offering support to people to retain their housing and live well and ensuring homelessness is rare, brief, and unrepeated	Chief Officer Housing and Communities

Achievement Actions:

- Identify site for a young person's homeless hub offering accommodation and support services – June 2023
- Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business" – by March 2024
- Ensuring when homelessness does occur it is rare, brief, and non-recurring – by March 2024
- Progress build project for the new homeless hub accommodation – by December 2024
- Delivering our Rapid Rehousing transition plan – by March 2025
- Promoting housing support and homeless prevention services with our residents and partners – by March 2028
- Commissioning a wide range of housing related support that meets the needs of the people of Flintshire – by March 2028

Associated Risks:

- HA09 – Homelessness continues to increase significantly, and the council is unable to meet demand through staffing, budgetary and accommodation related challenges

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of presentations to the homeless service	1,372	1,400
Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014	63	70
Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014	57	45
Number of households accommodated by the Council under Housing Wales act 2014 homeless duties	101	150
Average length of stay (days) for those households in interim homeless accommodation under Housing Wales Act 2014	117	130
Number of referrals received through the Housing Support Gateway	1,328	1,400

Priority: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Housing Needs and Housing Options	Helping people to explore their housing options so they can access the right homes to meet their needs	Chief Officer Housing and Communities

Achievement Actions:

- Create a Single point of access service for Housing help and advice – by March 2024
- Developing self-service approaches that enable people to identify their own housing options through online support – by March 2024

Associated Risks:

- Demand and need for housing increases, as evidenced by common housing register and levels of homelessness and current housing market unable to meet demand

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of applicants on the Common Housing Register	2,401	2,400
Customer satisfaction data for the Housing Register Service (%)	32	40
Number of applicants rehoused via SARTH by All Housing Partners	619	610
Number of applicants rehoused via SARTH by Flintshire County Council	441	440
Number of households rehoused with significant adaptations requirements	10	10

Priority: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Social Housing	Working with housing partners to develop and invest in affordable housing and social housing - with modern methods of construction, improving the quality of Council homes, and a commitment towards carbon neutral	Chief Officer Housing and Communities

Achievement Actions:

- Finalise the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by September 2023 Linked to Green and Environment, Linked to Poverty
- Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2024 Linked to Green and Environment
- In partnership with Denbighshire CC, creating a new Dynamic Procurement System in order to ensure CPR's are met and provide a wider opportunity for tendering Disabled Adaptation projects – by December 2024
- Supporting our tenants to access technology and create sustainable digital communities - by March 2025 Linked to Poverty
- Increasing the Council's housing portfolio by building social housing properties and affordable properties for North-East Wales (NEW) Homes – by March 2028
- Working with housing association partners to build new social housing properties and additional affordable properties – by March 2028
- Ensuring that any new social housing stock meets Development Quality Requirements (DQR) standard energy efficiency A rating – by March 2028
- Maximising Welsh Government Funding to increase stock capacity – by March 2028
- Ensuring increase in stock capacity meets the identified needs and demands – by March 2028
- Ensuring that the Council's housing stock maintains the current Welsh Housing Quality Standards – by March 2028
- Implementation of the initial recommendations of the sheltered housing review to ensure that it continues to meet the needs of current and prospective tenants – by March 2028

Associated Risks:

- Delays in pre-construction process due to planning and sustainable drainage approval body (SABS) applications
- Delays to the construction phase caused by current economic turbulence related supply chain issues and costs of living
- Unavailability of a wide range of contractors and supplies to deliver the Adaptations

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of Council Homes under construction	77	85
Number of Council Homes completed	0	22
Number of Affordable Homes under construction via NEW Homes	0	0
Number of Affordable Homes completed via NEW Homes	4	30
Number of Residential social landlords (RSL's) homes under construction	47	96
Number of Residential social landlords (RSL's) homes completed	66	33
100% spend of Welsh Government funding for the PDP	74	100
Increase in stock capacity correlates with demand profile	N/A – New Measure	100
Maintain the Welsh Housing Quality Standard to all Flintshire County Council stock (%)	100	100
Total number of Small Disabled Adaptations completed	531 (Higher than normal due to covid 20/21 – 349)	320
Average number of days to complete a Small Disabled adaptation	N/A - New Measure	28
Total number of Discretionary Medium Disabled Adaptations completed	32	40
Total number of Mandatory or Discretionary Medium Disabled adaptations	78	60
Average number of days to complete a Mandatory Medium Disabled adaptation	89	122
Total number of Mandatory Large Disabled Adaptations completed	11	8

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Average number of days to complete a Mandatory Large Disabled adaptation	469	456
Total number of Disabled Adaptations completed	652	428

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Priority: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Private Rented Sector	Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities	Chief Officer Housing and Communities

Achievement Actions:

- Creating a Private Sector Housing Support Team - by March 2024
- Engaging with private sector tenants, giving them a voice, and responding to their needs – by March 2028
- Working in partnership with landlords and private sector agents to better understand their needs – by March 2028

Associated Risks:

- Demand and need for housing increases, as evidenced by common housing register and levels of homelessness and current housing market unable to meet demand

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Landlords engaged through Flintshire Landlord Forum	40	40

Tudalen 99

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Phosphates Mitigation	Provision of viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation (SAC) protected rivers	Chief Officer Planning, Environment and Economy

Achievement Actions:

- To produce guidance on viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers – by March 2024

Associated Risks:

- PE33 - Provision of viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of Flintshire County Council's Wetlands Feasibility Study Report	N/A	1
Completion of Review of Permits at wastewater treatment works by NRW	N/A	1
Upgrade of Mold and Buckley wastewater treatment works by DCWW	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Net Zero Carbon Council	A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	Chief Officer Planning, Environment and Economy AURA

Achievement Actions:

- Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers – by March 2024
- Developing plans towards net zero carbon for our assets in line with Welsh Government guidance – by March 2024
- Working with Flintshire's leisure and culture trust partners to reduce carbon emissions – by March 2024
- A net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery – by 2030
- Aura's Council-owned building assets to contribute towards the wider net zero carbon ambition – by March 2024

Associated Risks:

- PE11 - Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered, and benefits not realised
- PE36 - Risk of new opportunities arising between now and 2030 that we need to respond to support our carbon ambitions. Advances in carbon calculation methodologies and technological improvements could result in updates needed to the Council's targets and trajectory to 2030
- PE37 - Risk of not meeting public expectation on climate change agenda and democratic and reputational damage this could cause

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Reduction in Council greenhouse gas emissions	46,433	33,521 (total emissions not reduction amount)
Percentage of Councilors received carbon related training	N/A	80
Percentage of employees received carbon related training	N/A	5

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of contracts with carbon impact assessed	N/A	10
Percentage of schools accessing the support package	N/A	15
Percentage of Town and Community Councils accessing the support package	N/A	15

Tudalen 102

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Climate Change and Adaptation	Be more resilient to the changes that have happened due to climate change and prepare for predicted future change	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reviewing the Council's Strategic Flood Consequences Assessment – June 2023
- Reviewing the Council's Flood Risk Management Strategy – June 2024
- Carrying out flood investigations and alleviation works where appropriate – by March 2024
- Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – by March 2024
- Ensuring climate change and biodiversity are considered a priority in key decision making across all Council services – by March 2024
- Identifying projects to further support climate adaptation ambitions following Welsh Government guidance – by March 2024

Associated Risks:

- PE11 - Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered, and benefits not realised
- PE36 - Risk of new opportunities arising between now and 2030 that we need to respond to support our carbon ambitions. Advances in carbon calculation methodologies and technological improvements could result in updates needed to the Council's targets and trajectory to 2030
- PE37 - Risk of not meeting public expectation on climate change agenda and democratic and reputational damage this could cause
- PE46 - Inability of the Council to adapt to the impacts of climate change. Inability to identify risks associated with the impacts of climate change in order to build a resilient service to resilient communities.

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of homes protected in vulnerable flood risk areas in Flintshire	N/A	TBC[4]
Increase in carbon sequestered (Kg/tCO2e)	N/A	4000 KgCO2e

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[4] A target for homes to be protected can only be set once the Flood Risk Management Strategy is completed.

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Flood Risk Management Strategy	Refresh the Council's flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reviewing the Council's Flood Risk Management Strategy – June 2024

Associated Risks:

- PE28 - Risk to service delivery through inability to recruit into vacant posts
- PE34 - Refresh the Council's flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of the Flood Risk Management Strategy by the revised Welsh Government due date (March 2024)	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Strategic Flood Consequences Assessment	Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reviewing the Council's Strategic Flood Consequences Assessment – June 2023

Associated Risks:

- PE28 - Risk to service delivery through inability to recruit into vacant posts
- PE35 - Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Percentage compliance with Welsh Government delivery timetable	N/A	100

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Fleet Strategy	Reducing the environmental impact of our fleet	Chief Officer Streetscene and Transportation AURA

Achievement Actions:

- Reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV) – by March 2030

- Reducing the environmental impact of Aura's fleet via the wider agreement with the Council – by March 2024

Associated Risks:

- Failure of suppliers/contractors to deliver goods, works or services to the agreed costs and specifications
- Loss or suspension of Vehicle Operators Licence or Environmental Permit

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Total number of Ultra Low Emission Vehicles on Fleet	N/A	10

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Green Environment	Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife, and the environment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan – by March 2024
- Progressing Ash Dieback Action Plan – by March 2024
- Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty – by March 2024
- Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate – by March 2024

Associated Risks:

- CE12 - The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of Green infrastructure improvement and planting projects	N/A	6
Carry out baseline site species surveys on our 12 target sites to inform future increase in biodiversity from our interventions	N/A	12

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Flintshire Forest	Development of a plan to establish a Flintshire Forest that will identify available land assets, budget requirements and a realistic delivery timescale	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Developing a Flintshire Forest Plan – by March 2024

Associated Risks:

- PE32 - Ability to capture the required information to be able to produce a meaningful Flintshire Forest Plan in a timely manner

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Produce a detailed Plan for delivery, to include sites highlighted for inclusion, identified funding for planting and an Engagement Plan	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Green Access	The promotion, good management, and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2024
- Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2024

Associated Risks:

- If bid to Welsh Government Access Improvement Grant is not approved which then impacts on the ability of the service to deliver the improvements

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Utilise external funding to produce management plans and feasibility documents to inform development of the Coast Park	N/A	4 Plans developed
Install Kissing Gates on the network	N/A	40
Surface 1500 metres of footpaths	N/A	1,500m
Remove barriers from the network	N/A	40
Install roadside way markers	N/A	50
Carry out bridleway improvements	N/A	1,200m

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Active and Sustainable Travel Options	Create opportunities to increase levels of walking and cycling (active travel) and the use of sustainable public transport options, enabling the undertaking of multi-modal transport journeys to access key destinations	Chief Officer Streetscene and Transportation

Achievement Actions:
- Implementation of 20mph national legislation - by September 2023
- Promoting active travel and further develop the County's walking and cycleway network - by March 2028
- Supporting the development of public electric vehicle charging network - by March 2028
- Implementing formalised crossing facilities at existing school crossing patrol sites - by March 2028
- Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives - by March 2028

Associated Risks:
- Damage to reputation resulting in negative media reporting and adverse publicity e.g., 20mph
- Inability to deliver highway network schemes and infrastructure projects due to service skill levels, training, experience, capacity and resilience
- Failure to meet Welsh Government targets for the implementation of public EV charging infrastructure
- Failure to implement the required infrastructure changes as required by the 20mph National Rollout
- Failure to deliver annual Active Travel Core Programme
- Failure to provide resilience to the County's designated school crossing patrol sites through the implementation of permanent infrastructure
- Failure to declassify the County's Hazardous Routes through the implementation of improved infrastructure
- Failure to complete the Councils ongoing speed limit review with the delivery of a County wide Consolidation Oder

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of formalised crossing facilities implemented at existing School Crossing Patrol sites	N/A	3

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Implementation of 20mph national change in legislation on the County's restricted roads	N/A – New Measure	1
Number of hazardous routes declassified through the Implementation of Active Travel infrastructure to provide safe routes to schools	1	1

Tudalen 111

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Circular Economy	Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire	Chief Officer Streetscene and Transportation

Achievement Actions:

- Reviewing the Council's Waste Strategy – by September 2023
- Achieving Welsh Government recycling targets – by March 2024
- Working in partnership, actively support and engage with community led groups by developing recycling initiatives – by March 2024
- Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises – by March 2024
- Developing a Recycling Waste Transfer Station for the deposit and processing of recyclable materials – by March 2025

Associated Risks:

- Inability to achieve portfolio objectives and strategic goals due to market or industry changes or wider political, economic landscape
- Risk of withdrawal of revenue support grants and consequential impact on revenue budgets/service delivery e.g., SWMG
- Regulatory risk and the effect of a change in legislation and regulation on responsibilities, costs, resources, service delivery and reputation e.g., enforcement responsibilities, trade waste, bus reform
- Inability to achieve national recycling targets due to increased residual waste tonnages collected
- Inability to influence public behaviours and habits which negatively impact service delivery and income streams e.g., recycling, parking, littering.
- Loss or suspension of Vehicle Operators Licence or Environmental Permit

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Percentage of waste reused, recycled or composted	60.08%	70%
Average Recycling rate across Household Recycling Centres (HRCs)	80.02%	80%

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Reduce the tonnage of residual waste collected from residential properties	N/A	10%
Increase the tonnage of food waste collected from residential properties	N/A	15%
Obtain Welsh Government funding to implement a reuse initiative at the household recycling centres	N/A	1
Implement a trial for the delivery of local benefits/local recycling targets initiative	N/A	1
Number of education campaigns on recycling and waste minimisation undertaken to improve recycling performance	N/A	3

Tudalen 113

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Rural Regeneration	Ensure that Economic interventions consider and meet the needs of rural businesses and individuals	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Ensuring that Economy interventions consider and meet the needs of rural businesses and individuals – by March 2024
- Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options – by June 2023
- Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs – by March 2024.

Associated Risks:

- PE31 - Ensure that Economy interventions consider and meet the needs of rural businesses and individuals

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Digital Connectivity Officer appointed - June 2023	N/A	1
Rural needs report completed by March 2024	N/A	1

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Town Centre Regeneration	Regenerate and re-invent our town centres	Chief Officer Planning, Environment and Economy AURA

Achievement Actions:

- Monitoring the health and vitality of town centres to support effective management and business investment decisions – by March 2024
- Encouraging and supporting investment in town centre properties specially to facilitate more sustainable uses and including improvements to the environment – by March 2024
- Understanding the needs of and supporting community enterprises in town centre locations – by March 2024
- Engaging town centre small businesses and promote support packages available to them – by March 2024
- Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation – by March 2024

Associated Risks:

- None identified

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion and circulation of town centre performance data analysis report	N/A – New programme of work	1
Completion of initial 3 (of 7) Place Making Plans in partnership with a range of stakeholders	N/A – New programme of work	3
Average number of weekly public opening hours available within leisure centres and library branches in Flintshire towns	536	536

Tudalen 115

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Business	Enable business continuity and encourage appropriate investment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Supporting small and/or local businesses to engage with public sector procurement opportunities – by March 2024
- Supporting recovery of the County's Street and indoor markets – by March 2024
- Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects – by March 2024
- Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry – by March 2024
- Increasing the scale and impact of the social business sector – by March 2024
- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient – March 2024

Associated Risks:

PE03 – Unable to sufficiently regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the national economic trends impacting upon them

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of small or micro businesses receiving support	2,495	150 (Quarter)
Number of social enterprises receiving support	41	12 (Quarter)
Number of local businesses supported to reduce their carbon footprint and become more resource efficient	10	12 (Quarter)

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Transport Connectivity	Develop and promote effective transport connectivity while supporting recovery and economic growth	Chief Officer Streetscene and Transportation

Achievement Actions:

- Review and update the Councils integrated transport strategy – by March 2024

- Supporting the establishment of CJCs and delivery of the Joint Regional Transport Plan – by May 2024

Associated Risks:

- Failure to provide adequate local bus services to connect rural communities to the core bus network
- Failure to adequately represent the County's aspirations within the forthcoming Joint Local Transport Plan (JLTP)
- Failure to deliver annual Active Travel Core Programme
- Failure to reduce the number of Killed and Seriously Injured (KSI) road traffic collisions on the Counties Road Network in line with Welsh Government targets
- Regulatory risk and the effect of a change in legislation and regulation on responsibilities, costs, resources, service delivery and reputation e.g., enforcement responsibilities, trade waste, bus reform

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of schemes delivered through the Welsh Government Active Travel Fund	3	3

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Digital Infrastructure	Ensure the digital networks facilitate and support recovery and growth	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Improving digital connectivity across the County for businesses and residents – by March 2024

Associated Risks:

- FE24 Failure to deliver the Flintshire element of the Regional Growth Deal will reduce the competitiveness of the County as a business location

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
None Identified	N/A	N/A

Priority: Economy
Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth
What we will do:

Sub-Priority	Definition	Lead Officer (s)
Local Development Plan (LDP) Targets	Achieve LDP policy objectives for growth, protection, and enhancement	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government – by January 2024
- Maintaining and update the LDP Housing Trajectory in line with planning decisions made – by March 2024
- Making decisions at Planning Committee in line with the adopted LDP – by March 2024
- Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) – by March 2024

Associated Risks:

- Failure to deliver the Annual Monitoring Report to Welsh Government on time
- AMR shows LDP falling behind its housing trajectory
- The need to consider an early review of the LDP
- Failing to make planning decisions in accordance with the adopted LDP
- Slow progress with Strategic Development Plan fails to set context for LDP 2

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of first LDP Annual Monitoring Report and submission to Welsh Government (January 2024)	N/A	1
Completion of annual review of LDP housing trajectory	N/A	1
Percentage of decision made on planning applications in accordance with officer recommendation	N/A	1
Contribution to the scoping of the form and content of the North Wales Strategic Development Plan	N/A	1

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Reducing worklessness	Work with our partners to support individuals to gain employment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2024 Linked to Poverty
- Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2024 Linked to Poverty

Associated Risks:

- Failure to help individuals to move into employment, learning or volunteering outcomes

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of individuals entering employment, learning or volunteering	153	185
Number of individuals receiving support	367	425

Tudalen 120

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Independent Living	People will be supported to live as independently as possible through the right type of support, when they need it	Chief Officer Social Services

Achievement Actions:

- Continuing to grow the Microcare market, inlcuding access to commissioned care packages – by March 2024
- Developing a national, regional, and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and are able to reach their full potential – by March 2024
- Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership – by March 2024
- Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services, and a sustainable model for the future – by March 2024
- Completing a review of Community Mental Health provision and define a model for the future – by March 2024
- Utilising the progression model as a way of promoting people's independence skills – by March 2024
- Working with Housing to fund a small team of people to support individuals with low level Mental health problems to improve their housing – by March 2024
- Providing additional placements for step down care within our in-house provision (Croes Atti 2) – by March 2025
- Planning for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold – by March 2025

Associated Risks:

- SS31 - Commissioned providers exiting the market because of escalating costs, where a long-term sustainable fee model is unaffordable for Flintshire due to being a low funded council
- SS37 - Vacancy pressures across Social Services due to local, regional and national difficulties in recruitment and retention of qualified and experienced social workers, occupational therapists and direct care staff impact on service delivery

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of Microcare providers	24	34
Number of Microcare customers	N/A	34

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Direct Payments as a % of home-based services	39	38
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	100%	98%
Percentage of requests for equipment that meet or exceed the national 7 Day standard	100%	80%
Percentage of equipment that is re-used	92	70%
Number of courses delivered by the Learning Partnership	N/A	50
Number of attendees for courses delivered by the Learning Partnership	N/A	180

Tudalen 122

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Safeguarding	Continue to embed safeguarding procedures so our employees understand how they can help safeguard people in the community	Chief Officer Social Services

Achievement Actions:

- Promoting the corporate e-learning package – by March 2024
- Preparing for the implementation of the new Liberty Protect Safeguard procedures – by March 2024

Associated Risks:

- SS06 - Some individuals are illegally detained awaiting Liberty Protection assessments because there is insufficient capacity to absorb the introduction of Community assessments
- SS19 - More children and families experience ACE's (Adverse Childhood Experiences) as family relationships breakdown, or become strained, due to the pressures of lockdown and rising financial pressures

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
The percentage of adult safeguarding enquiries that met the 7day timescale	92.5%	92%
The percentage of children who were reported as having run away or gone missing from home who were offered a return interview	100%	100%
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	99%	98%
The percentage of Pre-birth assessments completed within timescales	96%	93%

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Direct Provision to support people closer to home	The services we provide so people can access the support they need in their local community	Chief Officer Social Services

Achievement Actions:

- Exploring the recommissioning of advocacy services on a regional basis – by March 2024
- Increasing skills around autism with respect to advocacy – by March 2024
- Delivering a programme of registered Children's Homes to help avoid the need for residential placements outside Flintshire – by March 2025
- Continuing to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment – by March 2025
- Continuing to grow our in-house fostering service to support more looked after children – by March 2025
- Developing childcare expansion and seamless childcare provision across programs – by March 2025

Associated Risks:

- SS01 - Expenditure on out of county placements increases as placement costs increase in a demand led market
- SS09 - Insufficient numbers of residential and nursing beds to meet demand because of the long-term fragility and instability of the care home sector and challenges in the recruitment of staff
- SS10 - Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market
- SS22 - An insufficient supply of placements leads to young people being placed in unregulated settings

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Rate of people over 65 helped to live at home per 1,000 population	33	34
Number of new foster carer approvals in the year	8	5
People with a learning disability accessing Project Search to improve their employability skills	6	12

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Local Dementia Strategy	Continuing to improve the lives of people living with dementia in Flintshire	Chief Officer Social Services

Achievement Actions:

- Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2024

Associated Risks:

- SS24 - Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of people supported through the Dementia Strategy	600	810

Tudalen 125

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do:

Sub-Priority	Definition	Lead Officer (s)
A Well Connected, Safe and Clean Local Environment.	Resilient communities where people feel connected and safe	Chief Officer Streetscene and Transportation, AURA

Achievement Actions:

- Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives – by March 2024
- Providing community hub sessions which target areas that have high anti-social behaviour and crime rates; to support young people who are at risk and to engage them with partners (subject to external grant funding) – by March 2024

Associated Risks:

- Inability to influence public behaviours and habits which negatively impact service delivery and income streams e.g., recycling, parking, littering.
- Inability to deliver future change programmes due to reduced staff resilience and capacity issues
- Inability or lack of control of business activities that result in environmental damage or impact

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of targeted environmental educational campaigns undertaken promote improved Local Environmental Quality	5	8
Number of community engagement events attended to promote improved Local Environmental Quality	N/A	6
Number of current monthly members with NERS, Well-Being and Junior subscriptions	70	830
Number of community sessions held and number of participants attending	N/A	300

Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Educational Engagement and Achievement	Providing diverse learning opportunities to support educational achievement in schools and communities	Chief Officer Education and Youth AURA

Achievement Actions:

- Supporting the implementation of the revised curriculum for secondary pupils in years 7 and 8 - by September 2023
- Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level - by September 2023
- Through the roll out of the Wales Government delivery model for Community Focused schools establish a collaborative approach to reduce school exclusion and improve school attendance - by March 2024
- Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties - by March 2024
- To provide bespoke support for schools through training and development to improve the level of speech language and communication skills for pupils by March 2024
- To continue to deliver Alternative Provision (Education) and to increase the number of young people on the programme gaining qualifications and achieving their full potential (subject to external grant funding) – by March 2023

Associated Risks:

- EY26 - Ineffective school leadership results in poor pupil outcomes which increases risk of schools being placed in statutory Estyn categories
- EY37 – Lack of resource/capacity to meet increasing demand for specialist provision for young people

Achievement Measures[5]	Baseline Data (2021/22)	Sept 2022 / August 2023 Target
Reduction in the number of permanent exclusions	9	25

[5] Measures for exclusions and attendance for 2023/24 will be for the academic year 2022/23 – reported in October 2023. The academic year 2021/22 was impacted significantly by Covid in terms of periods of remote learning, an increase in lower-level disruptive behaviour and a reduction in the range of strategies that schools could use to support pupils. This resulted in an overall reduced level of permanent exclusion and high level of fixed term exclusion. The targets for the 2022/23 were based on the assumption that schools would return fully to face to face learning and that strategies to support and prevent lower-level behaviours could be implemented. These figures were set taking into account the exclusion levels pre-Covid and the work that is being undertaken by services with schools with the aim of reducing overall levels of exclusion.

Achievement Measures	Baseline Data (2021/22)	Sept 2022 / August 2023 Target
Reduction in the number of fixed term exclusions	1,025	1,150
PAM/008 Percentage of pupil attendance in secondary schools	88.78%	89%
PAM/007 Percentage of pupil attendance in primary schools	92.7%	93%
Number of young people gaining qualifications through the Alternative Provision programme	N/A	15

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Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Digital Learning Opportunities	Supporting education engagement and achievement through proactive use of accessible digital media	Chief Officer Education and Youth, Chief Executive AURA

Achievement Actions:

- All schools to have a formally adopted Digital Strategy - by December 2023
- Embedding the delivery plan for Integrated Youth Services by maintaining focus on digital, school and community engagement - by March 2024
- Increasing take-up of digital learning opportunities supported by Aura - by March 2024 Linked to Poverty

Associated Risks:

None identified

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
All schools to have a formally adopted Digital Strategy by December 2023	N/A – New Measure	100%
Number of Youth Work Sessions Delivered School / Community / Digital	N/A	390 / 400 /100
Number of learners	N/A – New Measure	TBC
Number of sessions	N/A – New Measure	TBC

Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Learning Environments	Creating aspirational and flexible learning environments	Chief Officer Education and Youth AURA

Achievement Actions:

- Continuing construction of the 3-16 campus at Mynydd Isa – by March 2024
- Commence construction of the Drury CP refurbishment and extension - by March 2024
- Complete construction of the Penyffordd CP extension - by March 2024
- Scheduling Council approval to progress Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme - by March 2024
- Commence design development options for a new Welsh medium primary school for Buckley / Mynydd Isa area - by March 2024.
- Determine a strategy for school modernisation within the Saltney area - by March 2024
- Progressing the development of a new premises plan for the North-East Wales Archive - by March 2024
- To provide Duke of Edinburgh Award training opportunities for young people in Alternative Provision, schools and community groups (subject to external grant funding) – by March 2024

Associated Risks:

- EY13 - Inability to fully deliver on Welsh Government Sustainable Communities for Learning Investment Programme due to financial, workforce and contractor implications

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of young people engaged in the Duke of Edinburgh Award scheme	50	10

Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Learning Community Networks	Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices	Chief Officer Education and Youth AURA

Achievement Actions:

- Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service - by March 2024
- Aura - Delivery of the Adult Community Learning (ACL) programme – By March 2024

Associated Risks:

- EY24 - Inability to meet national archive accreditation standards due to poor quality of the accommodation
- EY06 - Insufficient funding to deliver new archive premises

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of ACL courses available to the public	210 sessions 69 learners	230 sessions 450 learners

Tudalen 131

Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Specialist Educational Provision	Extending local capacity to support learners with Additional Learning Needs (ALN)	Chief Officer Education and Youth

Achievement Actions:

- Completing year two and commence implementation of year three of the revised legislation for the Additional Learning Needs - by March 2024
- Commence roll out of the strategic decisions for Additional Learning Needs provision to increase the level of in-house provision and reduce the reliance on out of county provision - by March 2024

Associated Risks:

- EY15 - Non-compliance with the Additional Learning Needs Education Tribunal (ALNET) Act 2018

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
None identified	N/A	N/A

Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Welsh Education Strategic Plan (WESP)	Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050	Chief Officer Education and Youth

Achievement Actions:

- Complete the strategic actions for Year 1 of the WESP 5-year action plan - by September 2023
- Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood - by March 2024
- Reviewing Welsh medium resource provision for pupils with Additional Learning Needs - by March 2024

Associated Risks:

- EY17 - Failure to meet the statutory targets in the Welsh in Education Strategic Plan due to insufficient parental take up of Welsh medium education

Achievement Measures[6]	Baseline Data (2021/22)	Sept 2022 / Aug 2023 Target
Number of pupils in year 1 in Welsh medium education	120	130
Number of Year 11 pupils studying Welsh[7]	102	103

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[6] Achievement Measures for pupils in year 1 and year 11 will be for the academic year 22/23 - reported in October 2023

[7] Baseline and targets reflect the school cohorts for those year groups already in School. The baseline is last year's year 11 cohort size, and the target is this year's year 11 cohort size.

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Priority: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do:

Sub Priority	Definition	Lead Officer (s)
Well-being	Working with schools and partners to provide opportunities for children, young people, and the education workforce to engage in activities which support their emotional health and well-being	Chief Officer Education and Youth

Achievement Actions:

- Embedding a Whole School Approach to Emotional Health and Well-being in all Flintshire schools - by March 2024
- Improving awareness of trauma informed practice with schools and Education and Youth employees - by March 2024
- Running a referral programme for children and young people with ACEs or a disability and their families to provide low cost / no cost physical activity opportunities to improve overall health and well-being (subject to Action for Children funding) – by March 2024

Associated Risks:

- EY05 - Insufficient financial resources to support children and young people's emotional health

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
All schools to have a Whole School Approach to Emotional Health and Well-being	N/A – New Measure	100%
Number of referrals received, and number of referrals engaged (ACE)	N/A – New Measure	50 Young People 100 Young People with Disabilities

Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
People	Recruit, retain, develop and support the well-being of our employees to enable high quality service delivery	Chief Executive

Achievement Actions:

- Providing a workforce planning framework for use across the organisation – by September 2023
- Implementing a compliant and sustainable new pay model - by October 2023
- Maintaining competitive pay and reward, and terms and conditions of employment – by March 2028 (On-going)
- Recruiting sufficient permanent high-quality staff with suitable qualifications and experience - by March 2028 (On-going)
- Retaining existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the marketplace – by March 2028 (On-going)
- Reducing the use of agency workers – by March 2028 (On-going)
- Promoting the Council's Employee Assistance Programme to increase usage – by March 2028 (On-going)
- Increasing the level of Welsh Language across the organisation – by March 2028 (On-going)

Associated Risks:

- Volatility and change in the employment market which impacts on successful recruitment to vacancies
- Increase in workforce turnover due to employees making personal life choices
- Impact on recruitment and retention if new pay model is unaffordable or implementation is delayed
- Increase in demand for Occupational Health and supplementary services
- Increased numbers of mental health related absences
- Impact of deferred medical events which affects the ability of employees returning to work within previously agreed timescales

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	11.87	2.25 (Quarter) 9.00 (Cumulative)
Percentage of apprenticeships which result in a positive outcome	95	90

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Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Percentage of permanent employees who leave within first year of employment	1.78	1
Percentage of employees who have completed all of the mandatory modules	1.46	100
Number of employees trained on Mental Health First Aid across the organisation (Increase)	106	150
Number of Mental Health First Aid Champions across the organisation (Increase)	0	30
To increase usage of the Council's Employee Assistance Programme	3.54	5
Percentage of employees undertaking Welsh Language Training (Increase)	1.18	5

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Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Anti-Racist and Anti-Discriminatory Council	Welsh Government Anti-Racist Wales Action Plan and public sector equality duties	Chief Executive

Achievement Actions:

- Publish the Workforce Information report to meet our statutory public sector equality duties – by November 2023
- Publish the Strategic Equality Plan Annual Report to meet our statutory public sector duties and reduce unequal outcomes for people with protected characteristics – by November 2023
- Completing a Portfolio annual self-assessment against the Welsh Language Standards and implement action plan to improve – by December 2023
- Develop and implement an Action Plan to meet Welsh Government's Anti-racist Wales Action Plan – by September 2024

Associated Risks:

- Non-compliance with statutory duties under Equality and Welsh language legislation

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Strategic Equality Action Plan in place and actions achieved	79%	100%
Workforce Information Report published	0%	100%
Strategic Equality Plan Annual Report published	100%	100%
Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved	N/A – New Measure	100%

Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Financial Resilience	Ensuring that the Council is sustainable over the medium to longer term	Chief Executive

Achievement Actions:

- Ensuring the funding needs of the Council over the medium term are met through financial planning – by March 2024
- Ensuring robust monitoring arrangements are in place for revenue and capital – by March 2024
- Ensuring that an adequate level of reserves is maintained by the Council – by March 2024
- Ensure robust processes exist for the management and recovery of debt including Council Tax and rent – by March 2024

Associated Risks:

- CF01 - Insufficient reserves impact on the financial resilience of the Council
- CF02 - Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2024/25 due to a change to fiscal policy
- CF03 - Increase in costs from suppliers for goods and services due to high inflation and economic factors
- CF04 - Impact of higher than budgeted National Pay awards on the financial resilience of the Council
- CF05 - Increase in costs from energy suppliers due to demand, availability of demand and economic factors
- CF06 - Increase in demand for services including Social Care Sector, Out of County Placements etc.
- CF07 - Increased levels of Debt recovered from Council Tax and Rents as a result of increased costs for residents
- CF08 - Increase in interest rate costs over and above budget
- CF09 - Appetite of Council to borrow to fund capital schemes

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
None identified	N/A	N/A

Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Flintshire Assets	The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high-quality public services	Chief Executive

Achievement Actions:

- Monitor Council progress against the Corporate Asset Management Plan – by March 2028 (On-going)
- County Hall Master Plan - Form/Agree Strategy – by March 2028 (On-going)

  - Review and refresh the Corporate Asset Management Plan – Annually
  - Form and agree an options appraisal/strategy for County Hall Master Plan – by March 2024
  - Form and agree Office Accommodation Strategy – by April 2024
  - Commercial Estate Rent Review – by April 2024
  - Review of Industrial Estate Strategy (Area by Area) – by April 2025

Associated Risks:
- Commercial estate – changes in EPC legislation and compliance may affect rental ability
- Time and resource to conduct rent review
- Financial - investment required and income generation potential for commercial and industrial estate

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Review of Industrial Estate Strategy: To review the current use and develop plans which outline how the land/ property use can be optimized on an estate-by-estate basis. To increase energy efficiency within our retained units to meet EPC grade C by 2027 and Grade B by 2030	N/A	70%
Commercial rent review completed: To increase rental income in line with prevailing market rents to make sure that rental income is optimised. To ensure rental consistency within estates.	N/A	100%

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
County Hall Master Plan options appraisal/strategy: To develop a plan which will provide the blueprint for the redevelopment of County Hall site.	N/A	50%

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Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Digital	Modernising our services so that they are designed around user needs and are simple, secure and convenient	Chief Officer Governance

Achievement Actions:

- Continue to provide a corporate Contact Centre for handling telephone calls to the Council – by March 2026
- Continue to administer a complaints procedure for customers to provide feedback on their experience with the Council – by March 2026
- Continue to promote My Account as an access channel to access the Council and its services – by March 2026
- Provide access to Council services on the internet in a responsive way (information can be accessed using different devices) – by March 2026

Associated Risks:
- Customers unable to access the Council by telephone
- Failure to collect feedback to improve services now and in the future
- People will not be able to access Council services online

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
80% of telephone calls to the corporate Contact Centre answered	82	80
70% of Step 1 complaints against Council services are dealt with within 10 working days	55	70
The number of My Account subscriptions	22,902	37,268
The number of unique website views	552,990	1,000,000
The number of eforms submitted to the Council	93,742	26,500

Priority: A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Partnerships	Working collaboratively with partners across the private, public, voluntary and community sectors to achieve shared goals and priorities	Chief Executive

Achievement Actions:

- Working with public sector partners, develop and publish a local Well-being Plan for 2023-28 setting out the local well-being objectives and how the Public Services Board, including the Council, aims to achieve them – by May 2023
- Deliver three engagement events to encourage other organisations to sign up to the Armed Forces Covenant, which contribute to Flintshire County Council being re-accredited with the Defence Employers Recognition Scheme Gold Award in 2024 – by March 2024
- Review arrangements with alternative delivery model partners to ensure the ongoing delivery of shared outcomes, priorities and services - by March 2024

Associated Risks:

- Non-compliance with The Well-being of Future Generations (Wales) Act 2015 - well-being duty, production and publication of Well-being Plan and Annual Progress Report

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of engagement events held to encourage sign up to the Armed Forces Covenant	N/A – New Measure	3
Number of organisations who sign up to the Armed Forces Covenant	N/A – New Measure	3
Production and publication of an Annual Report which reports on progress to achieve the well-being objectives contained within the local Well-being Plan 2023-28	1[8]	0 – 2023/24 1 – 2024/25

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[8] 2021-22 Annual Report based on the objectives within the Well-being Plan 20217-23

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 20th April, 2023
Report Subject	Revenue Budget Monitoring 2022/23 Month 11
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2022/23 (Month 11).

RECOMMENDATIONS
1	That the committee considers and comments on the Revenue Budget Monitoring 2022/23 (Month 11) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2022/23 (MONTH 11)
1.01	The Revenue Budget Monitoring 2022/23 (Month 11) report will be presented to Cabinet on Tuesday 25th April, 2023. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Month 11).

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Month 11).

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2022/23 (Month 11).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Dave Ledsham, Finance Manager **Telephone:** 01352 704503 **E-mail:** dave.ledsham@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**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. **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.

	Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

Mae'r dudalen hon yn wag yn bwrpasol

CABINET	

Date of Meeting	Tuesday 25th April, 2023
Report Subject	Revenue Budget Monitoring Report 2022/23 (Month 11)
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed overview of the budget monitoring position for the Council Fund and Housing Revenue Account for the financial year 2022/23 and presents the position, based on actual income and expenditure as at Month 11.

Council Fund

- An operating surplus of (£2.106m) (excluding the impact of the pay award which has been met by reserves), which is a favourable movement of (£1.413m) from the figure of (£0.693m) reported at Month 10.

- A projected contingency reserve available balance as at 31 March 2023 of £8.364m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £2.839m higher than budget
- A projected closing balance as at 31st March, 2023 of £3.635m

We have continued to claim payments totalling £4.8m in 2022/23 for Self-isolation and Statutory Sick Pay Enhancement, along with Free School Meals direct payments and Winter Fuel Payments within their eligible periods.

RECOMMENDATIONS	
1	To note the report and the estimated financial impact on the 2022/23 budget.

2	To approve the carry forward requests included in Appendix 6

REPORT DETAILS

1.00	**EXPLAINING THE REVENUE BUDGET MONITORING 2022/23**
1.01	**Council Fund Projected Position**
	The projected year end position as at Month 11 is as follows:
	• An operating surplus of (£2.106m) (excluding the impact of the pay award which has been met by reserves), which is a favourable movement of (£1.413m) from the figure of (£0.693m) reported at Month 10.
	• A projected contingency reserve available balance as at 31 March 2023 of £8.364m.
	To assist with managing risks and maximising the financial resources available to the Council, a review of non-essential spend and a vacancy management process has continued throughout the year.
1.02	We have continued to claim payments totalling £5.3m in 2022/23 for Self-isolation and Statutory Sick Pay Enhancement, along with Free School Meals direct payments and Winter Fuel Payments within their eligible periods.

1.03	**Table 1. Projected Position by Portfolio**
	The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	79.985	80.006	0.021
Out of County Placements	15.101	15.772	0.671
Education & Youth (Non Schools)	10.323	9.935	(0.388)
Schools	108.376	108.376	0.000
Streetscene & Transportation	39.931	41.050	1.120
Planning, Environment & Economy	7.222	6.802	(0.419)
People & Resources	4.670	4.610	(0.060)
Governance	11.281	10.841	(0.440)
Strategic Programmes	6.116	6.185	0.069
Assets	1.034	0.780	(0.255)
Housing & Communities	14.964	14.973	0.009
Chief Executive	1.692	1.599	(0.093)
Central & Corporate Finance	25.987	23.646	(2.341)
Total	**326.682**	**324.576**	**(2.106)**

1.04	The reasons for the projected variances are summarised within Appendix 1 and shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio.
	Significant Movements from Month 10
1.05	**Social Services (£0.391m)** The net favourable movement comprises: **Older People:** - Localities £0.055 - Residential care costs have increased by £0.132m due to demand. Domiciliary care costs have reduced by £0.058m and workforce costs have decreased by £0.025m due to vacancies. The remaining balance of £0.006m is due to minor variances. - Resources & Regulated Services (£0.060m) – Extra Care service costs have reduced by (£0.079m) due to an additional (£0.047m) of Regional Integration Fund (RIF) funding and a reduction in workforce and supplies costs of £0.032m. There were minor adverse variances of £0.012m for day centres and £0.009m for homecare.

	Adults of Working Age: • Resources & Regulated Services (£0.136m) – This is the net change for Disability Services care package costs. There has been recoupment of surpluses on Direct Payment accounts of £0.080m and additional RIF allocation of £0.067m • Professional & Administrative Support (£0.027m) – Vacancy savings have increased due to posts not being filled. • Supporting People (£0.043m) – A further allocation from Supporting People funding has been received • Residential Placements (£0.066m) – Net reduction on care package costs supporting people with mental ill health. • Professional Support (£0.040m) – An additional £0.025m contribution towards a post has been received from Health (BCUHB). **Children's Services:** • Legal and Third Party (£0.034m) - Children and Young People RIF slippage has been allocated against Direct Payments. • Residential Placements (£0.041m) –Welsh Government grant slippage has been allocated against a Flintshire Family Project contract. • Professional Support (£0.063m) - Projected adoption costs are unlikely to be incurred this financial year due to length of time for these to be completed. In addition, there has been some additional grant funding allocated to previously reported costs. **Safeguarding & Commissioning:** • Business Systems & Financial Assessments £0.097m – Additional software costs for the first two payments of a new Social Services finance system plus project management costs. • Safeguarding Unit £0.025m – This is the net result of a number of minor variances within this service for example an increase in workforce costs of £0.009m and a £0.005m increase in liberty safeguard assessment fees. • Good Health (£0.049m) – This variance is mostly due to receipt of a Welsh Government grant of £0.040m for previously incurred costs. Further minor variances across the Portfolio account for the remainder of the movement totalling (£0.006m).
1.06	**Out of County Placements (£0.295m)** The movement relates to: • Children's Services (£0.230m) – Impact of allocation of (£0.285m) from Regional Integration Fund offset by costs of new placement and other rate changes • Education & Youth (£0.065m) - Removal of remaining contingency provision
1.07	**Planning Environment & Economy £0.088m**

	The movement relates to:
	• Additional costs for Ash Die Back works and Rights of Way £0.054m committed to 31st March 2023. Minor variances across the Portfolio account for the remainder £0.034m.
1.08	**Governance £0.115m** The movement relates to the carry forward requests within the ICT service £0.098m, and Revenues £0.050m (Appendix 6 refers) Minor variances across the Portfolio account for the remainder (£0.033m).
1.09	**Assets (£0.183m)** The favourable movement relates to the receipt of additional Design Service fee income (£0.153m). Minor variances across the Portfolio account for the remainder (£0.030m).
1.10	**Central & Corporate (£0.841m)** The positive movement relates to: • One off windfall income from NDR savings (£0.558m). The Valuation Office Agency (VOA) have recently reduced rateable values on a number of schools, some of which are effective from April 2017 • Further reduction in short-term borrowing costs in the Central Loans & Investment Account (CLIA) in addition to increasing income from temporary investments in line with rising bank interest rates (£0.250m). Minor movements account for the remainder (£0.036m).
1.11	There are a number of minor variances across the other Portfolios each below £0.050m that account for the remainder of the overall movement £0.093m.
1.12	**Carry Forward Requests** Some requests to carry forward funding into the 2023/24 financial have been received and are recommended for approval (See Appendix 6)
1.13	**Tracking of In-Year Risks and Emerging Issues** Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.
1.14	**Council Tax Income** 'In-year' Council Tax collection levels, up to February 2023, are 96.1% compared to 96.6% in the previous year. Collections remain challenging as

	the rising costs-of-living are impacting on the ability of some households to make payment of council tax on time.
1.15	**Pay Award (Teacher and Non-Teacher)** The offer from the National employers for NJC employees of £1,925 on all spinal column points has now been accepted with back pay made to employees in November. This equated to an increase of 2.54% on the highest scale point to 10.5% on the lowest point. The Minister for Education has previously confirmed the pay award for teachers at 5%. However, negotiations on a further supplementary allocation are still ongoing. The Council has provided for an uplift of 3.5% for Teaching and Non-Teaching staff – the increase above this level requires the Council to utilise reserves to fund the difference in the current financial year. Additional funding is expected to be available from Welsh Government for the supplementary allocation to Teachers. **The impact on 2022/23 is as follows:** The in-year additional cost to date of the 2022/23 pay awards that have been met from reserves is £3.955m after taking into account the reversal of the additional 1.25% rate of National Insurance (NI) from November.
1.16	**Other Tracked Risks** In addition, there are a number of risks being tracked which may be subject to change and these are summarised below.
1.17	**Medium Term Financial Strategy (MTFS) Impact** The Council met to approve a balanced budget for 2023/24 on 23 February 2023. The budget report included an updated medium-term position for 2024/25 and 2025/26 and work on this will continue over the coming months. All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.
1.18	**Out of County Placements** The risks include continued high demand for placements where children and young people cannot be supported within in-house provision, and market supply limitation factors and inflationary pressures leading to higher costs.
1.19	**Benefits** Council Tax Reduction Scheme (CTRS) – Based on current demand, costs are currently projected to be £0.713m below budget.

	There is continued high demand across the whole of the Benefits service which is expected to remain the case for the foreseeable future. There is a significant pressure on recovery of overpayments which is a combination of a shortfall of recovery against the level of income target budget which is partly influenced by lower number of overpayments occurring, and also the need to increase the bad debt provision on historic debt.
1.20	**Homelessness** The service demand currently impacting on 2022/23 outturn will continue into 2023/24 and a pressure of £1.000m has been approved in the 2023/24 budget to reflect this.
1.21	**School Transport** Increased costs currently impacting on 2022/23 outturn will continue into 2023/24 and a pressure has been included in the 2023/24 budget to reflect this.
1.22	**Winter Maintenance** Due to some severe weather events over the period December to March, spend is anticipated to exceed the £0.846m annual budget. Therefore, there is likely to be a required drawdown of £0.200m-£0.250m from the Winter Maintenance Reserve in 2022/23. Cabinet approved last month a 'top up' of £0.200m to the Winter Maintenance Reserve to mitigate the risk of increasing costs from more severe winter weather in future years.
1.23	**Waste Recycling Infraction Charge** Due to the Council not meeting the statutory minimum target for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010 (64%) in 2021/22 - Welsh Government can now take steps to impose a penalty on the Council by way of an infraction fine. A penalty of up to £0.663m has been confirmed so presents a significant financial risk to the Council. Discussions have taken place in March between Welsh Government and the Council as to the reasons for not achieving the target and a decision is still awaited as to whether the penalty will be levied.
1.24	**Achievement of Planned In-Year Efficiencies** The 2022/23 budget contains £1.341m of specific efficiencies which are tracked and monitored throughout the year. The Council aims to achieve a 95% rate in 2022/23 as reflected in the MTFS KPI's and fully achieved all efficiencies in the previous financial year It is projected that all efficiencies will be achieved in 2022/23 and further details can be seen in Appendix 3.

1.25	**Unearmarked Reserves** The final level of Council Fund Contingency Reserve brought forward into 2022/23 was £7.098m as detailed in the 2021/22 outturn report. After taking into account the projected outturn and previously approved allocations there is a projected contingency reserve available as at 31 March 2023 of £8.364m. In addition, the Council set-aside a further £3.250m to the carried forward £2.066m COVID-19 Emergency Reserve being a total of £5.316m as a safeguard against the continuing impacts of the pandemic (additional costs and lost income). Some claims for March 2022 were disallowed by WG and Internal claims for Quarter 1, 2 and 3 have been made in 2022/23 relating to additional costs in Schools, Streetscene & Transportation and for income losses within AURA and Holywell Leisure Centre. These currently total £1.706m and the balance on the COVID-19 Emergency Reserve is currently £3.610m.
1.26	**Housing Revenue Account** The 2021/22 Outturn Report to Cabinet on 12 July 2022 showed an un-earmarked closing balance at the end of 2021/22 of £3.616m and a closing balance of earmarked reserves of £1.622m.
1.27	The 2022/23 budget for the HRA is £37.755m which includes a movement of £2.858m to reserves.
1.28	The monitoring for the HRA is projecting in year expenditure to be £2.839m higher than budget and a closing un-earmarked balance as at 31 March 2023 of £3.635m, which at 9.77% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 attached refers.
1.29	The monthly movement of (£0.263m) from Month 10 is as follows: • Estate Management (£0.037m) – Reduction in Agency costs (£0.020m) and minor movements (£0.017m) • Debt Management (£0.208m) – Reduction in Interest charge forecasted Minor movements account for the remainder (£0.018m).
1.30	The budget contribution towards capital expenditure (CERA) is £10.898m with the actual contribution projected to be £13.755m at outturn.

2.00	**RESOURCE IMPLICATIONS**
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The financial impacts as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change over time. The budget will be monitored closely, and mitigation actions taken wherever possible.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 10 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 Appendix 6: Carry Forward Requests

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Dave Ledsham Strategic Finance Manager **Telephone:** 01352 704503 **E-mail:** 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.

Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.

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.

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.

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.055	Residential care costs have increased by £0.132m due to demand. Domiciliary care has reduced by £0.058m and workforce budgets have decreased by £0.025m due to post vacancies. The movement balance of £0.006m is due to minor variances.
Resources & Regulated Services	-0.060	The Extra Care service has reduced by (£0.079m) due to an additional (£0.047m) of RIF funding and a reduction in workforce and supplies costs of (£0.032m). There were minor variances of £0.012m for day centres and £0.009m for homecare.
Impact of Covid-19	0.000	
Minor Variances	-0.003	
Adults of Working Age		
Resources & Regulated Services	-0.136	This is the net change for Disability Services care package costs. There has been recoupment of surpluses on Direct Payment accounts of £0.080m and additional RIF allocation of £0.067m
Professional and Administrative Support	-0.027	Vacancy savings have increased due to posts not being filled.
Supporting People	-0.043	A further allocation from Supporting People funding has been received
Residential Placements	-0.066	Net reduction on care package costs supporting people with mental ill health.
Professional Support	-0.040	An additional £0.025m contribution towards a post has been received from BCUHB.
Minor Variances	-0.027	
Children's Services		
Legal & Third Party	-0.034	Children and Young People RIF slippage has been allocated against Direct Payments.
Residential Placements	-0.041	Welsh Government grant slippage has been allocated against a Flintshire Family Project contract.
Professional Support	-0.063	Projected adoption costs are unlikely to be incurred this financial year due to length of time for these to be completed. In addition there has been some grant funded built in against previously reported costs.
Minor Variances	-0.035	
Safeguarding & Commissioning		
Business Systems & Financial Assessments	0.097	Additional software costs for the first two payments of a new Social Services finance system plus project management costs.
Safeguarding Unit	0.025	This is the net result of a number of minor variances within this service for example an increase in workforce costs of £0.009m and a £0.005m increase in liberty safeguard assessment fees.
Good Health	-0.049	This variance is mostly due to receipt of a Welsh Government grant of £0.040m for which previously incurred costs have been allocated against.
Impact of Covid-19	0.002	
Minor Variances	0.055	
Total Social Services (excl Out of County)	**-0.391**	
Out of County		
Children's Services	-0.230	Impact of allocation of £0.285m from Regional Integration Fund due to slippage offset by costs of new placement and other rate changes
Education & Youth	-0.065	Removal of remaining contingency provision
Total Out of County	**-0.295**	
Education & Youth (Non-Schools)		
School Improvement Systems	-0.056	Favourable movement in the Early Entitlement service due to a combination of £30k maximisation of Early Years Pupil Development Grant against established staff and £19k Demography due to Spring Term 23 payments to non-maintained settings being less than anticipated, despite the hourly increase from £4.50 to £5.00
Archives	0.025	Increased costs of recharge from Denbighshire CC re. joint service arrangements
Minor Variances	0.053	
Total Education & Youth (Non-Schools)	**0.022**	
Schools	**-0.000**	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Streetscene & Transportation		
Other Minor Variances	-0.009	
Total Streetscene & Transportation	**-0.009**	
Planning, Environment & Economy		
Access	0.054	Additional costs for Ash Die Back works and Rights of Way
Impact of Covid-19	0.000	
Minor Variances	0.035	
Total Planning & Environment	**0.088**	
People & Resources		
HR & OD	0.035	Additional costs for Course/Training Providers
Corporate Finance	0.012	
Total People & Resources	**0.047**	
Governance		
ICT	0.098	Movement as a result of the carry forward requests £0.075m and £0.036m mitigated in part by vacancy savings and commitment challenge
Revenues	0.028	Movement includes carry forward request £0.050m mitigated by vacancy savings and fee income
Minor Variances	-0.011	
Total Governance	**0.115**	
Strategic Programmes		
Minor Variances	0.008	
Total Strategic Programmes	**0.008**	
Assets		
CPM & Design Services	-0.153	Additional fee income earned above budgeted amount
Minor Variances	-0.030	Cumulative variances across the servcie
Total Assets	**-0.183**	
Housing and Community		
Minor Variances	0.011	
Total Housing and Community	**0.011**	
Chief Executive's	**0.015**	
Central & Corporate Finance	**-0.851**	At Month 11, receipt of NDR Revaluation Windfall from Flintshire Schools (£0.558m), further reduction in short term borrowing costs due to increasing income from investments in line with rising bank interest rates
Soft Loan Mitigation	0.010	
Grand Total	**-1.413**	

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Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services							
Older People							
Localities	20.868	20.385	-0.483		-0.538	The commissioned Older People Domiciliary and Direct Payment budget is projecting a £0.979m underspend based on current level of demand. There continues to be recruitment and retention challenges within the care sector which limits the amount of homecare that can be commissioned. The residential care budget is projecting a £0.461m overspend due to the cost of placements net of income such as Free Nursing Care, Regional Integration Fund (RIF) contributions and property income. The Localities workforce budget is expected to overspend by £0.016m. There is an underspend on Day Care of £0.032m and an overspend of £0.050m on the Minor Adaptations budget.	
Regional Integration Fund	0.000	0.151	0.151		0.151	The Step Down Regional Integration Fund (RIF) scheme, which enables quicker hospital discharges by placing people into short term care before they can return home safely, has been spent in full and additional funding has not been provided.	
Resources & Regulated Services	9.472	9.422	-0.050		0.010	In-house residential care is expected to overspend by £0.095m due to employee and running costs and in-house homecare is estimated to underspend by £0.066m. The Extra Care budget is underspent by £0.026m and day care by £0.053m.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	1.315	1.312	-0.002		0.001		
Adults of Working Age							
Resources & Regulated Services	29.890	30.215	0.325		0.461	The PDSI (physically disabled and sensory impaired) budget is reporting a £0.092m overspend due to net costs of care packages. The in-house supported living service is £0.427m overspent, there have been significant recruitment challenges which have lead to increased agency costs, additionally there has been increased hours of support required due to care needs. The day care and workscheme budget is underspending by £0.009m. Learning Disability care package costs are £0.186m under budget.	
Children to Adult Transition Services	0.951	1.067	0.116		0.115	These are the costs of care for young adults who are transferring to Adult Social Care services from Childrens Services within this financial year. Care costs are initially estimated but once services have been confirmed the actual costs may be different.	
Professional and Administrative Support	0.439	0.373	-0.065		-0.038	Savings from vacant posts	
Transition & Disability Services Team	0.847	0.766	-0.081		-0.058	There has been an allocation of RIF funding towards a post	
Supporting People	-0.323	-0.460	-0.137		-0.094	Additional Supporting People funding has been allocated within this financial year	
Residential Placements	1.956	2.386	0.430		0.496	Overspend is due to the net cost of care packages to support people with mental ill health	

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Minor Variances	3.115	3.031	-0.084		-0.040		
Children's Services							
Family Placement	2.862	2.705	-0.156		-0.136	Reduced numbers of in-house foster carers are resulting in lower costs, however this will mean an increased number of Independent Foster Agency placements, which are more expensive, within the Out of County budget.	
Family Support	0.403	0.478	0.075		0.094	Costs are based upon the current activity levels over the last few months and projected forward for the rest of the year. Employee costs, which are mostly sessional staff, are the primary cost driver for this service.	
Legal & Third Party	0.232	0.605	0.373		0.407	Legal costs are overspent by £0.222m due to the number of cases going through the courts and some use of external legal professionals. Direct Payments are subject to high demand and are overspending by £0.151m.	
Residential Placements	1.312	0.641	-0.672		-0.630	The in-year opening of in-house Childrens Residential Care settings will mean one off cost savings. Thee are also a number of Welsh Government grants being used to offset expenditure.	
Professional Support	6.447	6.972	0.525		0.588	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies need to be minimised and additional temporary posts are sometimes required to meet the challenges and demand of Childrens Services.	
Minor Variances	0.717	0.718	0.002		-0.003		
Safeguarding & Commissioning							
Business Systems & Financial Assessments	0.906	1.061	0.156		0.059	There are additional costs for an IT system upgrade and also for development of a Social Services finance system. There are also temporary uplift in hours and additional support assistants, which is being funded from the underspend projected in the Business Support Service.	
Charging Policy income	-3.104	-3.182	-0.078		-0.081	Income is generated by demand for chargeable services and based upon each individuals ability to pay resulting from a financial assessment.	
Business Support Service	1.282	1.226	-0.056		-0.072	The underspend is due to vacant posts which are highly unlikey to be recruited to this financial year.	
Finance /Deputyship	0.027	0.079	0.052		0.041	There is an overspend on workforce costs for £0.027m and a shortfall in projected income of £0.022m plus minor variances equalling £0.003m.	
Safeguarding Unit	1.344	1.153	-0.191		-0.216	A consultation for updated Liberty Protection Safeguard legislation continues to be undertaken. Due to the delay in implementing the legislation there will be an in-year saving. In addition there has been some Welsh Government grant funding to offset in-year costs.	
Good Health	0.748	0.691	-0.057		-0.008	Welsh Government have provided an in-year grant of £0.040m which is offsetting costs within this service.	
Impact of Covid-19	0.000	-0.018	-0.018	-0.018	-0.020		

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Minor Variances	-1.721	-1.771	-0.050		-0.105		
Total Social Services (excl Out of County)	**79.985**	**80.006**	**0.021**	**-0.015**	**0.412**		
Out of County							
Children's Services	10.097	11.193	1.095		1.325	The projected overspend reflects significant additional demands on the service in the year to date with 37 new placements having been made in the year to date - most of which are high cost residential placements. The projection now includes an allocation of £0.285m from the Regional Integration Fund due to slippage on other projects	
Education & Youth	5.004	4.579	-0.424		-0.360	The latest underspend reflects projected costs for the current cohort of placements and there have been 26 new placements in the year to date with further new placements also likely to emerge in the remainder of the year, for which contingency provision of £0.050m has been made.	
Total Out of County	**15.101**	**15.772**	**0.671**	**0.000**	**0.966**		
Education & Youth (Non-Schools)							
Inclusion & Progression	5.496	5.489	-0.008		-0.005	Small variance within the service resulting from a budget c/f request for the underspend, which has occured by utilising all grants to offset core budget and staff vacancies throughout the year. A c/f request of £280k for the Inclusion service has been agreed. A significant cost pressure has been identified as a portfolio risk. This c/f is required to support the education of pupils who are not attending school, either due to medical difficulties, inc mental health and anxiety, permanent exclusion and the lack of available specialist provision. There is an anticipated £300k pressure for 23-24 and the c/f would help to mitigate some of this pressure. A further £95k c/f has been requested from the EAL/Traveller service. This c/f is required to support schools in enabling them to meet the needs of a large number of children who have experienced Trauma, including the refugee learners, Looked After Children etc. The work will be part of the Corporate Strategy, to ensure that all schools are fully informed and are able to implement Trauma Informed Practice. The aim is to improve wellbeing, reduce exclusions and to increase attendance. Plas Derwen have also submitted a budget c/f request for £35k to use towards the cost of hiring two minibuses. This will enable students to continue to access a range of alternative curriculum activities to support their educational packages. Total budget c/f request = £410k	
Integrated Youth Provision	1.042	0.997	-0.044		-0.068		
Youth Justice	0.335	0.323	-0.012		-0.032		

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
School Improvement Systems	1.909	1.637	-0.272		-0.216	Favourable variance relates to several Welsh Government Grants that are being used against core staff within Early Entitlement and School Improvement Service. Movement of £49k in the Early Entitlement service as a result of maximising further grant against established staff and non maintained payments to settings for the Spring Term have also been lower than anticipated.	
School Planning & Provision	0.694	0.620	-0.074		-0.078	Projected underspend on insurance liability claims costs and some salary savings	
Minor Variances	2.223	2.189	-0.034		-0.111		
Total Education & Youth (Non-Schools)	**10.323**	**9.935**	**-0.388**	**0.000**	**-0.410**		
Schools	**108.376**	**108.376**	**0.000**		**0.000**		
Streetscene & Transportation							
Service Delivery	10.273	10.557	0.283		0.273	The service has a recurring revenue pressure of £0.100m for security costs due to vandalism/break-ins at the Household Recycling Centres. Street lighting is also incurring a £0.070m revenue pressure on the community council income budget. The remaining £0.100m is attributable to high sickness levels/agency costs. The service is also expected to cover costs of £0.060m related to the State Funeral and Proclamation Events. The overall overspend is partially offset by additional income achieved through in-house construction work.	
Highways Network	8.165	8.631	0.466		0.478	Highways is incurring a Revenue pressure of £0.400m in Fleet services as a result of rising fuel costs. An additional £0.050m is due to an increase in contractor costs for weed spraying following recommendations made at Scrutiny Committee, which cannot be covered by existing budgets.	
Transportation	10.354	10.803	0.448		0.450	Local bus subsidy is incurring additional overspend of £0.100m due to Park and Ride Service and Service 5 re-procurement. School Transport is incurring a revenue pressure of £0.090m, due to a shortfall in budget for 3 school days driven by Easter timelines in this financial year. Additional pressure of £0.200m in School Transport due to additional routes (PRUs/ALN) for 6 routes in total equating to £2,700 extra per day. School Transport is also facing an additional revenue pressure of £0.030m due to capacity issues on a commercial bus service. Any further cost increases due to rising transport operator costs (fuel, driver wages, insurance, energy etc.) will be closely monitored.	

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Regulatory Services	11.138	11.060	-0.078		-0.072	The Service is incurring £0.060m revenue pressure due to increased residual waste tonnages, which is creating a risk in achieving WG Recycling Targets. The overspend is largely offset by an underspend of £0.053m due to vacancies within the service, increased rebate rates for the sale of electricity, recycling income and car parking income, which has increased income by £0.064m, including other minor variances with reduction in recycling disposal costs of £0.030m.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Holding Accounts	0.000	0.000	0.000		0.000		
Other Minor Variances	0.000	0.000	0.000		0.000		
Total Streetscene & Transportation	**39.931**	**41.050**	**1.120**	**0.000**	**1.129**		
Planning, Environment & Economy							
Community	0.973	1.038	0.064		0.061	Fee income shortfalls in Licensing and Pest Control and historic business planning efficiency £0.024m not realised	
Development	0.203	-0.458	-0.661		-0.673	Favourable variance based on projected over recovery of Fee Income which includes the receipt of two high value one off Planning Fee each approx £0.300m	
Access	1.529	1.713	0.184		0.130	Adverse variance relates to the projected costs of Ash Die Back to March, 2023, together with historic grant income target not realised	
Regeneration	0.835	0.745	-0.090		-0.089	Savings from vacant posts and expenditure on Wales Rally GB not realised as previously anticipated.	
Management & Strategy	1.411	1.482	0.071		0.052	The new Agile Case Management System requiring a commitment for a potential renewal of the contract with Civica for a further one year use of Flare.	
Minor Variances	2.269	2.282	0.013		0.012		
Total Planning & Environment	**7.222**	**6.802**	**-0.419**	**0.000**	**-0.508**		
People & Resources							
HR & OD	2.412	2.471	0.059		0.024	Variance relates to the Historic Business Efficiency Income Target for DBS Checks unachieved, mitigated by minor favourable movements	
Corporate Finance	2.257	2.139	-0.119		-0.131	Variance includes the receipt of a 50% Welsh Government Admin Grant for administering the Free School Meals Programme together with staff savings from vacant posts	
Total People & Resources	**4.670**	**4.610**	**-0.060**	**0.000**	**-0.107**		
Governance							
Legal Services	0.934	1.043	0.110		0.097	Additional costs for locum services covering vacant posts	

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Democratic Services	2.468	2.378	-0.090		-0.084	Variance as a result of the Members Allowances new rate not being implemented until May, 2022 and lower than anticipated take up of both Broadband and Pension Allowances (£0.108m) ; mitigated by the inception of the new Climate Change Committee Chair person Allowance plus minor variances across the service	
Internal Audit	1.050	0.969	-0.082		-0.086	Vacancy savings together with revised/reduced projected cost for Postage within Central Despatch	
Revenues	0.295	-0.051	-0.346		-0.374	The variance results from the projected potential surplus on the Council Tax Collection Fund (£0.312m) based on current information; minor variance across the service	
Impact of Covid-19	0.000	0.001	0.001	0.001	0.001		
Minor Variances	6.535	6.501	-0.033		-0.108		
Total Governance	**11.281**	**10.841**	**-0.440**	**0.001**	**-0.555**		
Strategic Programmes							
ADM's & CAT's	6.069	6.138	0.068		0.061	Adverse variance as a result of an agreed £0.050m contribution to support the Aura Pay award, £0.018m minor variances.	
Minor Variances	0.047	0.047	0.000		-0.000		
Total Strategic Programmes	**6.116**	**6.185**	**0.069**	**0.000**	**0.061**		
Assets							
Caretaking & Security	0.314	0.259	-0.054		-0.055	Savings on staffing due to vacancies	
CPM & Design Services	0.694	0.541	-0.153		-0.000	Additonal fee income earned above budgeted amount	
Industrial Units	-1.527	-1.608	-0.081		-0.064	Reduced costs of Repair and Maintenance plus some additional rent income	
Minor Variances	1.553	1.587	0.034		0.047		
Total Assets	**1.034**	**0.780**	**-0.255**	**0.000**	**-0.071**		
Housing and Community							
Minor Variances	14.964	14.973	0.009		-0.002		
Total Housing and Community	**14.964**	**14.973**	**0.009**	**0.000**	**-0.002**		
Chief Executive's	**1.692**	**1.599**	**-0.093**		**-0.107**	Vacancy savings and staff not at top of scale	

Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Central & Corporate Finance	**23.204**	**20.793**	**-2.411**		**-1.560**	Over recovery of planned pension contributions recoupement against actuarial projections based on the current level of contributions together with a further revised projection on the Central Loans and investment Account (CLIA) at Month 10 where as reported earlier in the year, the Council had not taken out new short or long term borrowing and has invested a significant amount of funds. This pattern has continued during the remaining months of this financial year resulting in no short term borrowing costs being incurred and the Council and generating increased income from investments, which have increased in line with bank interest rates. Mitigated at Month 11 by receipt of NDR Revaluation Windfall for FCC Schools	
Centralised Costs	2.783	2.778	-0.005		-0.005		
Soft Loan Mitigation	0.000	0.075	0.075		0.065	IFRS 9 requires that for soft loans interest is accrued at the Effective Interest Rate (EIR) rather than the Contract Interest Rate. Capital financing regulations require that soft loan accounting doesnt impact on Council Tax levels.	
Grand Total	**326.682**	**324.576**	**-2.106**	**-0.015**	**-0.693**		

2022/23 Efficiencies Outturn Tracker - Month 11

	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
Portfolio			2022/23	2022/23	2022/23		
			£m	£m	£m		
Corporate							
Increase in Reserves		Rachel Parry Jones	0.471	0.471	0.000	C	G
Utility Inflation		Rachael Corbelli	0.085	0.085	0.000	C	G
Efficiency from Restructure	Corporate Policy	Rachel Parry Jones	0.025	0.025	0.000	C	G
Recharge to HRA	Chief Executive post to HRA 50%	Rachel Parry Jones	0.027	0.027	0.000	C	G
Total Corporate Services			**0.608**	**0.608**	**0.000**		
Housing & Assets							
Connahs Quay Power Station		Neal Cockerton	0.290	0.290	0.000	C	G
Rent Newydd		Neal Cockerton	0.020	0.020	0.000	C	G
Total Housing & Assets			**0.310**	**0.310**	**0.000**		
Social Services							
Sleep in Pressure not Required		Neil Ayling	0.123	0.123	0.000	C	G
Total Social Services			**0.123**	**0.123**	**0.000**		
Governance							
Single Person Discount Review (One Off)		Gareth Owens	0.300	0.300	0.000	O	G
Total Governance			**0.300**	**0.300**	**0.000**		
Total 2022/23 Budget Efficiencies			**1.341**	**1.341**	**0.000**		

		%	£
Total 2022/23 Budget Efficiencies		100	1.341
Total Projected 2022/23 Budget Efficiencies Underachieved		0	0.000
Total Projected 2022/23 Budget Efficiencies Achieved		100	1.341
Total 2022/23 Budget Efficiencies (Less Previously agreed Decisions)		100	0.000
Total Projected 2022/23 Budget Efficiencies Underachieved		0	0.000
Total Projected 2022/23 Budget Efficiencies Achieved		0	0.000

Corporate Efficiencies Remaining from Previous Years

Income Target Remaining			£m	
Income Target Efficiency remaining from Previous Years		All Portfolios	0.041	
Fees and charges increase 1st October, 2022	Full Year effect 1st April 2023		(0.026)	
Total Income Efficiency Remaining			**0.015**	(0.015)

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2022	18.438	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		12.669
Less - COVID-19 Emergency Funding Allocation		5.316
Less - Childrens Services Social Work Costs (approved 21/22)		0.157
Less - Children's Services front door service - agency workers (approved by Cabinet on 28th June)		0.300
Add - Total Balances Released to Reserves (Month 5)		1.208
Add - Additional Revenue Support (Month 8)		2.432
Add - Local Development Fund (LDP) Reserve (Month 10)		0.127
Less - impact of the final pay awards		3.955
Less - Children's Services Legal Costs (Month 9)		0.250
Less - Winter Maintenance Reserve (Month 10)		0.200
Add - Month 11 projected outturn		(2.106)
Total Contingency Reserve available for use		**8.364**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(37.755)	(37.230)	0.525	0.526	We are currently projecting a variance of £0.525m due to loss of rental income in relation to void properties. Of this, £0.401m relates to void properties, £0.098m relates to utilities costs on void properties and £0.050m relates to void garages. Additional income in respect of new properties transferred into the stock during the year (£0.046m). Pressure relating to the draw down of grant in respect of delayed SHARP schemes £0.158m. We are forecasting a reduction in the requirement to top up the Bad Debt Provision of (£0.150). The remaining £0.014m relates to other minor variances.	
Capital Financing - Loan Charges	6.723	6.515	(0.208)		Estimated reduction in interest to be recharged to the HRA (£0.208m).	
Estate Management	2.263	1.961	(0.303)	(0.266)	Additional cost of agency positions of £0.160m, which is offset by vacancy savings of (£0.251m) and additional funding from the Housing Support Grant of (£0.120m). Other minor variances of (£0.092m).	
Landlord Service Costs	1.265	1.343	0.078	0.083	Salary savings of (£0.054m) are currently being projected within the service which offset agency costs of £0.023. There is a forecasted pressure on utilities costs of £0.079m. The remaining variance of £0.030m is down to other minor movements.	
Repairs & Maintenance	10.908	10.965	0.057	0.060	Additional net cost of £0.066m in relation to vacant trades positions currently being covered by agency. Admin Vacancy savings of (£0.034m) due to delayed recruitment. Savings on the cost of materials of (£0.102m). Additional cost of fleet forecasted to be £0.154m. Other minor variances of (£0.027m).	
Management & Support Services	2.716	2.549	(0.168)	(0.159)	Savings of (£0.063m) have been projected based on current vacancies within the service and a further (£0.171m) efficiency has been identified through a review of central support recharges. Costs of legal advice in respect of the Renting Homes Wales Act £0.020m. Pressure in relation to insurance costs currently forecasted to be £0.077m. Other minor variances of (£0.031m).	
Capital Expenditure From Revenue (CERA)	10.898	13.755	2.857	2.857		
HRA Projects	0.122	0.123	0.000	0.000		
Contribution To / (From) Reserves	2.858	2.858				
Total Housing Revenue Account	**(0.000)**	**2.839**	**2.839**	**3.101**		

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<u>Carry Forward Requests – Month 11</u>

<u>Governance – ICT</u>

The carry forward of a **£0.070m** in year service underspend is requested to supplement Citrix License budget due to increasing costs. Flintshire had to sign a new contract for the current Citrix license to avoid a significant price increase. In December 2020 the Council Paid £0.297m for a three-year Citrix license to cover all of the authorities IT users. The contract was recently signed and cost the Authority £0.367m, which is a £0.070m or 24% increase. In signing the new agreement recently, this prevented the authority from incurring an additional increase of around £0.073m. The ICT service only has budget to fund the £0.297m renewal in 2023/24.

The carry forward of a **£0.036m** in-year service underspend is requested to assist in resourcing higher level apprenticeships due for completion in August 2023.

<u>Governance – Performance</u>

The carry forward of a **£0.004m** underspend to support the procurement of additional specialist external InPhase training and development for newly recruited staff members to the Performance Team. InPhase is the cloud-based business Management solution used by the Council that supports integrated reporting, together with the creation of infographics. There is currently no available resource within current budget constraints to support this.

<u>Governance – Revenues</u>

The carry forward of a **£0.050m** underspend to provide additional resilience in 2023/24 for the deployment of overtime. During 2022/23 the main focus was on the administering of the 'Cost of Living Support Grants' and as a result there is a considerable volume of work including exemption and discount reviews that were deferred as a direct consequence. In order to reduce and ultimately clear the backlog, overtime requirements are expected to increase and as such would add further pressure to the service, which is already facing the potential for reduced levels of fee income as the current cost of living continues to hinder collections and recovery of fees.

<u>People & Resources</u>

The carry forward of **£0.070m** underspend in Feasibility Studies budget in order to support strategic work around the longer-term options for a number of sites namely Standard, Greenfield Housing Recycling Centre and Alltami Depot.

<u>Education & Youth – School Planning & Provision</u>

The carry forward of **£0.020m** to fund the delayed costs of feasibility studies for future projects at three school sites. In addition, it is requested that **£0.054m** be carried forward to fund costs of future transition requirements.

Education & Youth - Inclusion service

The carry forward an underspend of **£0.095m** for the EAL service to meet the ongoing education needs of children who have experienced trauma, including refugee learners, children looked after, and others who have experienced early childhood experiences and/or the COVID-19 pandemic.

Education & Youth - Pupil Referral Unit

The carry forward of **£0.035m** to facilitate hire of two x 8-seater cars for transport provision. This will enable Plas Derwen students to continue to access a range of alternative curriculum activities to support their educational packages.

Housing & Communities - Carelink

The carry forward an underspend of **£0.084m** to fund new equipment costs for non HRA customers as part of the switchover to digital equipment which must be completed by 2025.

Housing & Communities – Benefits

The carry forward of a further **£0.214m** of the CTRS underspend to mitigate against future unbudgeted service pressures particularly relating to overpayments.

Planning, Environment & Economy

The carry forward of in year underspend **£0.020m** is sought to provide short term agency cover in 2023/24 for the Public Protection Admin Team whilst a permanent member of staff is recruited. This is already a small team, however the long-term absence of one team member, and the imminent departure of another team member to a new post, will mean that some key tasks and duties will not be able to be undertaken – which will have a direct impact on frontline regulatory services in the Planning, Environment and Economy Portfolio.

Assets - Policy

The carry forward of in year underspend of **£0.044m** in respect of core funding agreements to provide support to voluntary organisations. The budget has been reduced in 2023/24 due to an approved budget efficiency item, but there are some legal costs outstanding which will need to be funded in 2023/24.

Assets - Property Asset team

The carry forward of in year underspend of **£0.093m** due to salary savings arising from vacancies to be used in 2023/24 to fund costs of staff to conduct outstanding surveys of the various property and estates and which in some cases may lead to future rent reviews and potential efficiency savings.

Assets - Industrial Units

The carry forward an underspend of **£0.081m** to invest in ongoing R&M of buildings and grounds in order that the assets within these estates are maintained to an appropriate standard.

Streetscene & Transportation

Sustainable Waste Management Grant **£0.090m** – request to carry over the grant received in addition to the anticipated annual target for 2022/23 to address Waste related workforce pressures in the 2023/24 financial year.

Due to delays in getting the work completed in 2022/23, it is requested that **£0.020m** be carried forward to carry out Solar Panel repairs in 2023/24, in order to maximise the future income return from solar energy.

Waste Management Pilot Costs of **£0.070m** are requested to be carried forward, following delays in incurring these costs in the intended timeframe during 2022/23.

Central & Corporate Finance

It is proposed that the unutilised Real Living Wage budget allocation of **£0.254m** is earmarked to support potential financial impacts resulting from the Supreme Court decision in the Harpur Trust vs Brazel case in the calculation of holiday pay entitlements for staff who work for part of the year (i.e., term time). The carry forward would be used to resource any holiday pay liability and mitigate any historic risk, challenge and to support the necessary amendments to Holiday Pay entitlements to ensure future compliance.

Summary of Requests:

Portfolio/Service Area	Carry Forward Request £m
Governance	0.160m
People & Resources	0.070m
Education & Youth	0.204m
Housing & Communities	0.298m
Planning, Environment & Economy	0.020m
Assets	0.218m
Streetscene & Transportation	0.180m
Central & Corporate Finance	0.254m
Total Carry Forward Requests	**1.404m**

Mae'r dudalen hon yn wag yn bwrpasol

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 20th April 2023
Report Subject	Delivering public services in the 21st century, an overview
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Manager for Capital Programme and Assets
Type of Report	Operational

EXECUTIVE SUMMARY

At its meeting held in July 2022, the Councils' Corporate Resources Overview and Scrutiny Committee (CROSC) requested a future agenda item to explore the financial benefits of outsourcing and shared services.

Outsourcing and shared services are just two models of alternative delivery of services, there are many more. To provide a holistic overview this report provides a summary of a wider selection of alternative delivery models.

The report also highlights the need to consider broader core principles, and surrounding legislative requirements, when reviewing any service with consideration for a potential change in delivery model.

RECOMMENDATIONS	
1	Corporate Resources Overview and Scrutiny Committee (CROSC) notes the different models that can be used as alternatives to deliver services.
2	CROSC recognise the wider factors, such as legislative parameters and core principles, which need to be observed when considering the delivery of services through alternative delivery models.
3	CROSC is assured that the Council considers all appropriate alternative delivery models, and the benefits and limitations of these, as part of a broader options appraisal when reviewing services.

REPORT DETAILS

1.00	**EXPLAINING ALTERNATIVE DELIVERY MODELS, INCLUDING OUTSOURCING AND SHARED SERVICES**
1.01	**Alternative Delivery Models** Outsourcing and shared services are two ways in which the Council can deliver services through alternative models of delivery. However, there are many more. To provide a more comprehensive overview of the range of alternative delivery models available, some of the key models have been listed below with a short explanatory paragraph.
1.02	Collaboration Collaboration refers to the informal collaboration of two or more partners but could also include the sharing of service delivery and/or more specific forms such as consortia. This model allows for the sharing of expertise and can create efficiencies and/or increase capacity.
1.03	Community Asset Transfer (CAT) This is where a local authority asset transfers to a community or other social benefit organisation for continued local community use/benefit. This can include the transfer of services but doesn't have to. This model allows the asset to be of use, transferring the responsibility of some elements of the building's maintenance and operation to one or more other organisations.
1.04	Co-operative An entity that is jointly owned by interested parties (also referred to as members). Members could be employees, third sector organisations or even service users. A co-operative fulfils the interests of all its members. This model can result in increased productivity and shares responsibilities across a potentially broad spectrum of partners.
1.05	Independent Trading Company A company wholly or partly owned by a local authority, which delivers service(s). An independent trading company would be outside of local authority regulation enabling it to trade externally and benefit from other freedoms. However, to deliver services on behalf of the/a local authority, the local authority would need to conduct a procurement exercise and the company would need to tender in that competitive process.
1.06	Joint Venture

		A joint venture is where two or more partner organisations deliver a service. In this model each partner retains their identity but there is some form of legal agreement or other mechanism that clearly identifies roles and responsibilities and how benefits will be realised and shared. This model enables partner organisations to pool knowledge and expertise when delivering or developing services.
1.07		Local Authority Trading Company (TECKAL) This is a company wholly owned by a local authority and which predominantly delivers services on behalf of/to that authority. However, there is some scope for the company to also trade externally. This model allows for council services to be transferred to the company without the need for a competitive tendering process and offers some ability for commercial growth, within certain parameters.
1.08		Mutual A mutual is an entity that is owned by and/or has a high level of employee control and delivers public services. This model generally increases employee responsibility and ownership and can increase productivity.
1.09		Outsourcing/Procurement In the context of this report, outsourcing/procurement refers to where a local authority procures an external organisation to deliver services on its behalf. Outsourcing/procurement allows a local authority to go out to market, which may offer benefits. For example, access to specialist expertise, skills or knowledge or access to established and/or bespoke supply chains, etc. A local authority can also procure goods and works from external suppliers.
1.10		Shared Service A shared service is where two or more local authorities (or in some cases other public sector organisations) look to provide a service jointly. There is often a host organisation. Shared services can create efficiencies and/or enhance capacity and service resilience.
1.11		Social Enterprise A social enterprise is an entity where profits generated are reinvested back into the organisations social purpose. Social enterprises are a model that help ensure maximum social and/or community benefit.
1.12		As the above explanations allude, each alternative delivery model will be able to meet different needs and fulfil different purposes. There will also be

		varying impact in terms of employees, level of control retained by the Council, as well as on potential benefits, limitations and challenges.
	1.13	**The Council's Approach** The Council has a track record of seeking out opportunities for redesigning services and utilising alternative delivery models to sustain service provision. This has included some significant and innovative changes, such as the creation of a Local Authority Trading Company (LATC) – NEWydd Catering & Cleaning Limited; assisting with the 'spin out' of some services, into new delivery models, such as Aura Leisure and Libraries Limited; the implementation of Community Asset Transfers (CATs), such as the swimming pools in Holywell and Connah's Quay, and the creation of shared services, such as the Regional Minerals and Waste Service.
	1.14	Rather than looking at specific alternative delivery models, when reviewing a service with a potential for a change in how it is delivered, the Council considers all potential, appropriate models, with a full appraisal undertaken which includes financial and non-financial benefits and limitations, as well as other key criteria, of each model.
	1.15	The other key criteria the Council needs to consider, as a public sector organisation, are linked to broader core principles such as value for money; quality; effect on stakeholders, including service users, residents and employees; and broader impacts such as those related to equality and accessibility through to environmental impact. The Council has a system in place whereby an integrated impact assessment, which ensures some of the above core principles are considered in detail, is required for any change in service.
	1.16	**Welsh Government Guidance** The Council also needs to consider appropriate government guidance. In December 2022, Welsh Government launched its guidance "A toolkit for insourcing in Wales" which had been produced by The Centre for Local Economic Strategies (CLES) with help from the Association of Public Services Excellence (APSE). This toolkit provides advice and guidance and clearly outlines that insourcing should be a model considered in any review and/or appraisal of options for service delivery. This appears to be on the basis that as an approach insourcing could support a number of wider benefits, including the application of the Well-being of Future Generations (Wales) Act 2015.

	2.00	**RESOURCE IMPLICATIONS**
	2.01	The financial benefits and limitations of any alternative delivery model are likely to vary depending on the specific model, activity or collaborative

	venture undertaken, the desired outcomes at the time of action and a host of other factors that will have shaped decision making and which may be unique to the specific situation. There will also be a range of other potential benefits, and limitations and challenges, which go beyond those purely related to finances.
2.02	The implementation of alternative delivery models in most cases will have solely a revenue budget impact related to ongoing operational delivery costs, which may include human resource costs.
2.03	To successfully move to any alternative delivery model requires significant time and staff resource to prepare and implement. The preparation time is likely to vary depending on the model and scope but 12 to 18 months preliminary work would not be unreasonable as a guide.
2.04	In most cases use of an alternative delivery model will require some form of contractual arrangement between the Council and the provider. In this respect there will be an ongoing resource requirement from the Council in terms of ensuring those contractual arrangements are compliant with legislation and regulations. For example, a dedicated contract manager may be needed to provide ongoing contract monitoring and management, including checking performance is within contractual requirements.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	An integrated impact assessment has not been completed as the purpose of this report is to provide an exploratory overview of alternative delivery models.
3.02	When outsourcing services, the Council needs to ensure it is compliant with certain regulations and legislation, including The Public Contracts Regulations 2015.
3.03	Before making any change in how services are delivered, the Council will need to check it has the appropriate power(s) for the change. For example, the power to outsource services and provide services through a shared service delivery model is provided under the Local Government Act 1972 (and as subsequently modified).
3.04	Alternative delivery models have varying impact on employees. When a decision is made to move to an alternative delivery model the impact on any existing employees needs to be considered. If any employees are to be transferred as a result, they must be covered by the Transfer of Undertakings (Protection of Employment) Regulations as amended. These Regulations look to protect the rights of employees. Although, in some cases secondment of staff may be possible.
3.05	**Workforce (two-tier) code of practice: standards for the public sector**

	The Circular: Code of Practice on Workforce Matters 2014 is directed at public sector bodies in Wales, including County Councils. It relates to how workforce matters should be approached when proposing to enter into, or extend, contracts for the provision of services. The guidance aims to improve the social and economic well-being of Wales by ensuring better protection of employee terms and conditions for transferred staff and fairness for new joiners working alongside transferred employees. Contracting exercises, which includes the retendering of contracts, should be conducted on the basis that TUPE Regulations should apply, unless there are exceptional reasons not to. Even where TUPE may not apply in legal terms it is the expectation of UK Government that the principles should apply and employees "…should be treated no less favourably than they would have been had the regulations applied." Employees of a County Council who transfer to a new employer should still have access to the Local Government Pension Scheme (LGPS) or, offered an alternative that is certified as broadly comparable. Any new joiners who work alongside transferred employees are to be offered terms and conditions which are no less favourable overall to those of the transferred employees. Whilst this does not apply to pensions, new joiners should be offered a reasonable provision. This is to prevent a two-tier system – employees working together with some having less favourable terms and conditions than others. The impact of the Code is that whilst it offers protection for employees it may make outsourced contracts/services less desirable to potential suppliers/providers as it limits their options for making economic efficiencies through changes to employee terms and conditions. As such these contracts may be less commercially desirable, particularly if tenders are evaluated/weighted on price.
3.06	The Council is required to confirm on an annual basis, that it ensures, through monitoring arrangements, that the organisations it transferred staff to under any form of outsourcing contract are complying with the terms of the code.
3.07	The Code of Practice: ethical employment in supply chains introduced in 2017 reinforces the obligations of the Workforce code, requiring the Council to: Ensure all those undertaking work on an outsourced contract are treated fairly and equally, and Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment, and Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff
3.08	Even when the Council has an alternative delivery model in place for the provision of services, the Council in most cases will ultimately remain responsible for those services. If the service does not deliver as anticipated or desired, and/or it fails to deliver for customers, then the

	Council is likely to be held responsible for this but may have less control to be able to resolve those issues.

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	Not applicable

5.00	**APPENDICES**
5.01	Not applicable

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	The Welsh Government sourced documents used to inform this report were available under the terms of the Open Government Licence on the National Archive. Under the terms of this licence, sources have been listed below and where an attribution statement is not made it is noted that document(s) contains public sector information licensed under the Open Government Licence v3.0. Further information on the terms of the Open Government Licence for Public Sector Information can be found online: https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/
6.02	Welsh Government (2014) *Circular: code of practice on workforce matter 2014,* available online: https://gov.wales/workforce-two-tier-code-practice-standards-public-sector
6.03	Welsh Government (2014) *Workforce (two-tier) code of practice: guidance for the public sector,* available online: https://gov.wales/workforce-two-tier-code-practice-guidance-public-sector
6.04	Welsh Government (2017) *Ethical employment in supply chains: code of practice,* available online: https://www.gov.wales/ethical-employment-supply-chains-code-practice
6.05	Welsh Government/The Centre for Local Economic Strategies (CLES) (2022) *A toolkit for insourcing in Wales,* available online: https://www.gov.wales/a-toolkit-for-insourcing-in-wales-html

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Kelly Oldham-Jones – Strategic Executive Officer **Telephone:** 01352 702143 **E-mail:** kelly.oldham-jones@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Alternative Delivery Model (ADM):** Services that are not delivered in-house by councils normally require some form of alternative delivery model to provide them, i.e. outsourcing via a contract with another provider for them to provide services on the council's behalf. **Workforce two-tier code of practice:** A code directed at public sector bodies which states how workforce matters should be approached when contracting for the provision of services.

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

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