2023/24

Flintshire County Council
Annual Governance Statement

Mid-Year Progress Update

What is the purpose of this document?

This document details our progress made against the actions from the assessment of Council's Corporate Governance arrangements where areas of best practise and areas for further improvement were identified.

Areas for Improvement (As reported to Governance and Audit Committee in July 2024)

	Area for Improvement
Principle A	(A1) Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the Organisation
Principle B	(B17, B18, B21, B23, B24, B25, B26) Customer Service and Communication Manager is now in post and work has begun to improve how the Council consults and engages more effectively e.g., through better use of social media and a new consultation and engagement hub which is due to be launched on the Council's website imminently. Research is currently underway to identify areas of good practice to help inform and develop a local strategy for consultation and engagement A mid-plan review of Council Plan 2023-28 is planned for late 2024, early 2025, which will also include consultation to ensure the views and experience of citizens, service users are considered A recent Audit Wales report has identified that improvement in Service User perspective / views needed to inform decisions and proposals to the recommendations will be implemented over the next year
Principle C	(C28, C29, C31) Increasing priorities with limited additional resources available (vacancy management and financial challenges) continues to provide pressures on the Council and is in some instances impacting negatively on service delivery. However, by continuing to embed the use of Integrated Impact Assessments it supports and inform decision making and determining priorities, making best use of resources available (C32, C33) Development of business planning within performance management system will support longer term business planning, whilst evidencing any associated risks / opportunities. This includes consider and balancing the combined economic, social and environmental impacts of policies and strategies

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Principle D	(D37, D40) Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to priorities competing demands within limited resources available including people, skills, land, and assets and bearing in mind future impacts. Considering and monitoring risks facing each partner when working collaboratively including shared risks. (D37) Implementing the recommendations identified from within the Audit Wales regarding Use of Performance Information: Service User Perspective and Outcomes (D40) When working with partners and collaboratively risks (and also opportunities) are being explored consistently
Principle E	(E61) Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.
Principle F	(F66) Embedding the risk management framework (F69) Risks identified and reported upon in more detail within Committee reports (F73) Continuing to align the risk management framework and policies on internal control with achieving the Council's objectives

Dashboard overview for significant Governance issues reported in the 2023/24 AGS

The first chart below provides a high-level overview of the progress made of the 14 areas identified as significance Governance issues (pages 5-9) as part of the AGS review. Of those Governance issues that remain open, the second chart provides details on the progress of these.

Total Number of Governance Issues

4

10

■ Open   ■ Closed

Governance Issues - Progress RAG

3

6

1

■ Green   ■ Amber   ■ Red
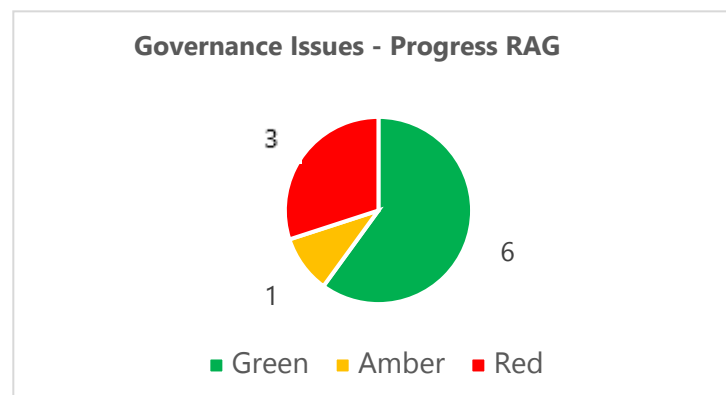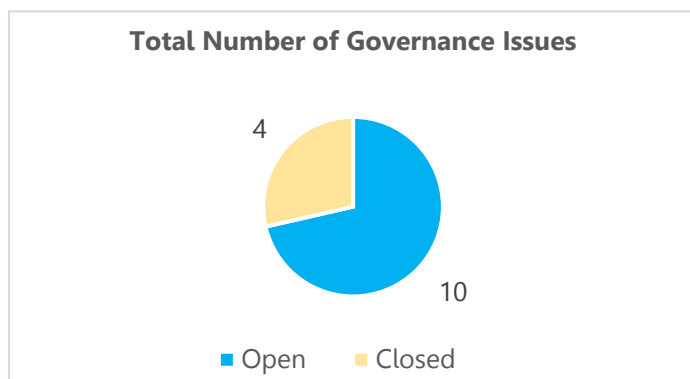
Dashboard overview for significant Strategic issues reported in the 2023/24 AGS

The chart below provides a high-level overview of how many of the 19 Strategic Issues (pages 10-23) have remained opened or closed as part of the AGS review.

Total Number of Strategic Issues

19 open

■ Open   ■ Closed
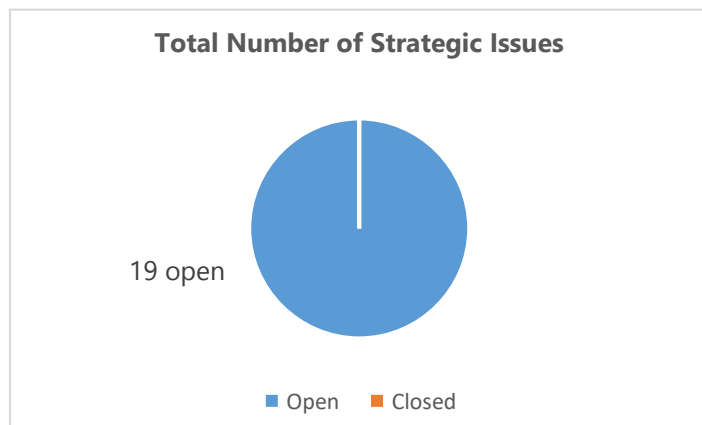
Progress updates for significant <u>Governance</u> issues identified during 2023/24

The review of the effectiveness of the Council's governance arrangements, identified the following significant internal Governance issues during 2023/24. Progress updates of how the issue has been addressed and if it remains open is provided below:

Internal Council Governance issues	Mitigation Actions	Current Status	Progress Update	Progress RAG
(A1) Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the Organisation	• Continue to highlight the role and responsibility of Members • Workshop for Members (as and when required) • To continue to provide relevant training and learning opportunities	Open	Sessions were delivered by an external provider to elected Members in May 2024, focusing on behavior and respect. It was highlighted as a priority, with the target that all Members would attend the sessions. Group Leaders were involved to encourage participation amongst Members. Further sessions for those who were unable to attend in May, will be delivered in December 2024. A follow-up 'de-brief' will take place in February 2025, to get feedback from Members and evaluate the impact and success of the sessions.	Green
(B17, B18, B21, B23, B24, B25, B26) Circumstances previously curtailed the Council's ability to consult and engage, but not the willingness to do so. Ongoing planning to ensure implementation of the Local Government and Elections	• Development of a consultation and engagement hub	Closed	A consultation and engagement hub has launched on Flintshire's website and is being used for a range of topics: https://www.flintshire.gov.uk/en/Resident/Consultation-and-Engagement/Home.aspx	Closed
	• Creating a Customer and Engagement and Public Participation Strategy	Open	A Customer and Engagement and Public Participation Strategy is currently being developed and is due to be shared with key officers across the Council prior to public engagement.	Green

Internal Council Governance issues	Mitigation Actions	Current Status	Progress Update	Progress RAG
(Wales) Act 2021	• Development of social media platforms (Facebook has already been developed)	Closed	Facebook as a social media platform is being actively used to promote Council services, share news and events and for other emergency information. Over 4,500 people have "followed" the corporate account.	Closed
	• Use of Council's complaints and feedback for continued service improvement	Closed	Information about complaints is shared regularly which is helping to drive improvements in performance and to learn from complaints.	Closed
(C28, C29, C31, C32, C33) Delivering defined outcomes on a **sustainable** basis within the resources that will be available and considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	• Review of the pay model	Open	Pay modelling meetings with Trade Unions, Finance HR and Internal Audit colleagues have ceased pending confirmation of budget to progress.	Red
	• Integrated Impact Assessments to be utilised and happen consistently across all portfolio's	Open	The University of Manchester is in the final stage of evaluating the new approach to Integrated Impact Assessments (IIA). Their report is due to be finalised November 2024. An IIA Quality Assurance Group has been established under the auspices of the Corporate Equality Board. The group is taking forward actions to ensure: • IIAs are included in reports where relevant. • Sample checks of IIAs are undertaken to improve quality. • IIA tool meets regulatory requirements. • Guidance and good practice are shared with employees. Briefing sessions for Scrutiny members are being scheduled for December 2024/January 2025.	Green

Internal Council Governance issues	Mitigation Actions	Current Status	Progress Update	Progress RAG
	• Review the challenges with vacancy management	**Open**	We continue to operate a vacancy management approach which requires a business case to progress all vacancies (including agency placements).	**Green**
(D37) Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to priorities competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	• Implementing the recommendations identified from within the Audit Wales regarding Use of Performance Information: Service User Perspective and Outcomes. Mid-plan review of Council Plan (2023-28) to ensure consideration of service user perspective	**Open**	A public consultation regarding the Council Plan (2023-28) was open for 8 weeks from 5th August until 7th October 2024. 363 responses were received, and the results will further support and inform the remainder of the mid-plan review of the Council Plan (2023-28) to ensure consideration of the view of our residents.	**Amber**
(D40) Considering and monitoring risks facing each partner when working collaboratively including shared risks	• When working with partners and collaboratively risks (and also opportunities) are being explored consistently	**Closed**	Risks (and opportunities) are explored when working collaboratively with partners and where risks (and opportunities) have emerged these are recorded within the Performance and Risk Management System, and monitored by Risk Owner, relevant Portfolio and progress update provided to Programme Board. Work is ongoing to continue to embed risk management across the Council and reporting on risks to Committees as of January 2025. This will now become a business-as-usual process.	**Closed**
(E51) Ensuring that there are structures in place to encourage public participation	• This internal governance issue mitigation actions for E51 are the same for B17, B18, B21, B23, B24, B25, B26	**Open**	As above – Please refer to updates for B17, B18, B21, B23, B24, B25, B26. This will remain open until the Customer and Engagement and Public Participation Strategy has been finalised.	**Green**

Internal Council Governance issues	Mitigation Actions	Current Status	Progress Update	Progress RAG
(F66, F69, F73) An Internal Audit review of the risk management framework and risk register was undertaken during 23/24 and has highlighted some areas for improvement to build upon the risk management framework.	• Continue to embed the Risk Management Framework • Undertake annual review of Risk Management Framework • The further develop the reporting of risks within the performance and risk management system • Reports presented to Committees as of Autumn 2024 • Roll out of the E-learning risk management training module August 2024	**Open**	• Embedding Risk Management and Risk Management Framework across the Council is progressing well. • Monthly reports are provided to all Portfolios and Chief Officer Team. • The Performance and Risk Management Team have undertaken in-depth review of some portfolios risk register and further in-depth reviews planned for the remainder of the financial year. • The annual review of Risk Management Framework has commenced and will be presented to Governance and Audit Committee in January 2025. • Reports to Cabinet and Overview and Scrutiny Committees will be presented in January 2025, rather than the original proposed timeframe of Autumn 2024, so it aligns with the reporting of the Risk Management Framework. • The Risk Management e-learning module was rolled out in September 2024.	**Green**
Red / Limited Assurance Audit – Deferred Charges and Management of Residential Care Liabilities	• Full Action Plan has been developed and shared with Governance and Audit Committee in April 2024	**Open**	Most actions have been completed; however, Audit Committee will be receiving an update on 22nd January and the RAG needs to remain RED until after this date, when it will be reviewed.	**Red**
Red / Limited Assurance Audit – Recycling Targets	• Full Action Plan has been developed and will be shared with Governance and Audit Committee in July 2024	**Open**	Due to the current risk of infraction fines and inability to achieve statutory targets, this has been highlighted as a strategic risk rated red for the Authority. As this has been reported as a strategic red risk, an internal audit was	**Red**

Internal Council Governance issues	Mitigation Actions	Current Status	Progress Update	Progress RAG
			undertaken on the service during 2023-2024 to identify the reasons for the failure to meet recycling targets and provide assurance that the Council is taking effective steps to mitigate the risk. This audit has an assurance rating of red with four clear actions identified that the Council will need to take to mitigate the potential of fines and increase recycling performance. A copy of the internal audit report was presented to the Governance and Audit Committee in July 2024 and those actions are now being progressed accordingly.	

Progress updates for significant <u>Strategic</u> issues reported in the 2023/24 AGS

The review of the effectiveness of the Council's governance arrangements identified 19 Strategic issues (red risks) during 2023/24. Progress updates of how the issues have been addressed and if they remain open is provided below:

Strategic issues for 2023/24	Inherent Risk Score	Current Risk Rating	Target Risk Score	Mitigation Actions	Current Status	Progress Update
EY01 - Secondary schools are not financially viable due to insufficient base funding and falling pupil numbers **New code as of 2023/24 - REY01**	15	20	15	• Challenge and support meetings with Headteacher/School Business Manager and regular budget monitoring sessions with schools to confirm adherence to licensed deficit protocol • Financial Performance Monitoring Group meetings • Schools' pupil funding Formula review • Local Authority approval mechanisms for recruitment in schools with budget deficits	**Open**	Budgetary challenge meetings are well underway with those schools identified in a budgetary deficit with clear advice being given by officers to headteachers about deficit reduction strategies. Licensed deficit plans are being rejected if they are insufficiently detailed or extend beyond the three year recommended period.
EY13 - Inability to fully deliver on Welsh Government's Sustainable Communities for Learning Programme due to financial, workforce and contractor implications **New code as of**	15	9	15	• Effective project plans, project risk register and Project Officers in place ensure projects are progressing within budget and timescales with regular reports to Education programme and Capital and Assets Programme Boards to track progress • Regular dialogue with North	**Open**	Ability to deliver the programme in full remains a risk due to delays to construction methodologies for one project impacting on the contractual practical completion date of the building, handover and availability the new school facilities as noted in the current construction programme. Also construction methodologies and works

2023/24 - REY13				Wales Construction Partnership contractors and supply chain		negatively impacting on the compliance and warranty of the building for a project – there are significant developing risks that the contractor is unable to meet some of the Council's construction requirements.
EY36 - External Grants for Revenue Expenditure **New code as of 2023/24 – REY36**	15	15	15	• Monitoring of Welsh Government grant funding streams through Portfolio Finance Meetings and to escalate cost pressures arising from grant reductions.	**Open**	Portfolio continues to monitor grant expenditure but timing of grant details from Wales Government makes medium-long term planning of services difficult.
REY37 - Lack of resources/capacity to meet increasing demand for specialist provision, means children and young people with complex educational needs are not accessing appropriate education provision **New risk for 2023/24**	8	15	8	• Options for an increase in specialist school provision by use of Welsh Government grant funding; using grant funding to increase number of places within resource provision in secondary sector	**Open**	The demand for specialist provision continues to outstrip the availability of places. Cabinet have approved that the Authority proceeds to statutory consultation on increasing provision within specialist schools sector and increasing secondary specialist resource provision in two high schools.
CG02 - Significant Loss of Corporate data and systems due to security / environmental / Technical incident **New code as of 2023/24 - RGV01**	20	15	12	• Use of Citrix technologies provides a secure environment which delivers the majority of our business systems • Maintain a second active datacentre allows for the continual provision of critical systems • Utilise strong security controls,	**Open**	The introduction of software to identify a Ransomware attack earlier in the year has slightly reduced the likelihood of disruption and work on mitigation actions continues, including Citrix technologies to deliver systems continuing to be used, a second data centre for the continuous provision of critical systems and

				vulnerability management and delivery mechanism to reduce this risk • Development of Cyber incident response and recovery plan • Regular review and testing of IT Disaster Recovery Plan • Identify list of critical business applications • Complete full review on IT Security Policies		continued use of strong security control, delivery mechanism are being performed and ongoing review of IT Disaster Recovery Plan.
GO10 - Failure to meet agreed deadlines within the Digital Strategy **New code as of 2023/24 - RGV03**	15	12	6	• Investigate the potential for automation to free up resource within the IT Service • Continue with the DSB prioritisation process to reduce burden at any one time	**Open**	The ability to achieve deadlines within the Digital Strategy remains dependent on capacity within the Portfolio leading the project as well as both IT services. It is also impacted by the actions of external suppliers, regional partners and other stakeholders, as well as the Authority's ability to invest financially. Opportunities to release capacity in some areas of IT through automation are being explored but have yet to be fully scoped or resourced. A funding bid to support this has been approved and new Microsoft licenses are being purchased to unlock this. Work to prioritise new projects proposed via the Digital Strategy Board continues but implementation timescales are often protracted as no additional resource accompanies these pieces of work. New assessment criteria has been incorporated around savings that would be delivered and an evaluation of value

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NR03 - The Council is unable to meet its homelessness statutory obligations due to shortages in staff, budgetary pressures, and lack of available accommodation **New code as of 2023/24 – RHC09**	**15**	**20**	**12**	• Monitor demand for homeless services with a view to informing workforce, prevention activities and homeless accommodation planning • Monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning • Monthly financial review of budgets to monitor current expenditure and project in-year and future pressures	**Open**	Risks associated with homelessness remain high. Demand for service continues to be high and has increased significantly in recent years. Numbers of households has also increased significantly in recent year, however numbers have stabilised from the start of the year to the half year point. A recent Independent Review of Homelessness Services in Flintshire has re-affirmed that the Council provides good quality homeless and housing advice and support services but there is a need to bolster staffing levels to respond to increases in demand and to maximize opportunity for service transformation. It is hoped that the successful delivery of the Housing Support & Homelessness Service Restructure by the end of the financial year will support a reduction in expenditure of homeless accommodation and lead to a reduction in Risk Rating.
NR04 - The Council does not have access to sufficient/adequate/ right type of housing supply to meet the demands of those individuals on the common housing register and due to the	**15**	**15**	**12**	• Monitoring Common Housing Register data to ensure the Local Authority has strategic oversight for housing needs to include future build plans and redevelopment of housing stock and/or future policy changes • Ensure Common Allocations Policy adhered to when assessing housing needs and	**Open**	Unmet housing needs due to insufficient social housing and disparity between applicant need and local supply remains a challenge. Availability of social housing has reduced over recent years with fewer properties available annually across both Council stock and Housing Association stock. Over supply of sheltered housing continues to be a challenge for the Council. Levels of Notices issued by local

increase in the levels of homelessness. **New code as of 2023/24 – RHC10**				• eligibility for Common Housing Register • Use Common Housing Register data to inform Housing Strategy and redevelopment and new build plans for affordable housing as annually through the Housing Prospectus • Monitor notices from within the private sector resulting in homeless presentations to inform future engagement strategies for landlords and agents and scope for purchase options on the back of recent changes from Welsh Local Government Association (WLGA) on the Social Housing Grant (SHG) programme • Monitor expenditure on homeless emergency accommodation with a view to informing financial risk and MTFS / budget planning		landlord has stabilised following a significant peak in the Summer of 2023 as the final stages of new legislation for renting in Wales (Renting Homes Wales Act 2016) were implemented. Single people under the age of 50 still make up a significant proportion of the Common Housing Register applicant base and the local homeless cohort, yet there is limited 1 bed social housing available every year and private rental costs continue to be high. Relationship breakdown and asked to leave by friends or family continue to some of the main reasons for people requiring housing and homelessness support in Flintshire. Positive work is being undertaken to improve supply of homes to meet local needs, but there are few quick fixes to a challenge that has been decades in the making. The Council continues to make good use of capital funding from Welsh Government to acquire and build the new homes we need.
NR05 – Delays in pre-construction process due to planning and Sustainable Drainage Approval Body (SABS) applications **New code as of 2023/24 – RHC11**	20	9	8	• Monitor programme deliverables in line with agreed timescales and budget • Delivery risks to be highlighted at regular intervals to Housing Programme Board, Assets Board and Chief Officer of Housing and Communities and any mitigating actions	**Open**	We are monitoring programme deliverables in line with agreed timescales and budget, delivery risks are highlighted as required and mitigating actions are identified and implemented. Key milestones in pre-construction are monitored on a scheme-by-scheme basis with the development teams for the Council projects and Registered Social

Updated description - Delays in pre-construction process due to planning and sustainable drainage approval body (SABS) applications may lead to late delivery of schemes, and loss of Social Housing Grant (SHG) within the annual PDP allocation				identified and implemented • Key milestones in pre-construction to be monitored on a scheme-by-scheme basis with the development teams for Flintshire County Council (FCC) projects and Registered Social Landlords (RSL) partners for the PDP (Planned Development Programme). These will be Welsh Government technical approval, planning approval, SABS approval, contractor appointment and scheme approval • Mitigations will be realistic time assumptions for SABS, Welsh Government technical approval and planning processes, resource, redeployment to address "pinch points" and adjustment to PDP to bring forward alternative schemes to maximise SHG allocations to FCC		Landlords (RSL) partners for the PDP (Planned Development Programme). Mitigations do have realistic time assumptions for SABS, Welsh Government technical approval and planning processes. If required resources are used to address "pinch points" and to adjust the PDP to bring forward alternative schemes to maximise Social Housing Grant allocations to the Council. In addition, Acceptable Cost Guidance (ACG) have been adjusted to reflect the higher costs of construction. Delivery of some schemes is later than initially intended but earlier than had been forecast in the interim period. Significant impediments to pre delivery and post-delivery have reduced. Risk diminished as ACG's uplifted to reflect higher costs, additional grant by Welsh Government provided, phosphate issue addressed, and SABS team strengthened, monitoring of scheme by target dates and delivery dates of completions now on track.
RPE03 - Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and wider economic	**9**	**12**	**4**	• Develop new place making plans to set out future actions in each town. Each plan to be based upon refreshed data analysis, commercial assessment and community consultation • Manage expectations from	**Open**	The Regeneration Service has been very successful so far in 2024/25 in securing and deploying external funding for town centre regeneration. To date, £2.5m has been secured which will help to bring 6 vacant town centre properties back into use and improve 12 other properties. The

trends **New risk for 2023/24**				stakeholders by differentiating between aspirations and agreed actions with resources • Monitor the progress of the place making plans and availability of resources for their delivery		team is also well advanced with the development of Place Making Plans in the 7 Flintshire towns which will enable access to Welsh Government funding in the future. The team are supporting a range of private sector property owners and investors with their development work which may generate future investment projects. The team has been successful in growing the scale and value of regeneration delivery due to temporary investment by the Council in staff capacity. This enabled greater project development and bid writing to take place. This funding is due to come to an end in 2025/26 which will radically limit the ability of the Council to secure further investment.
RPE55 - Inability of the Council to cost its carbon reduction strategy causing issues with identification and commitment of funds to realise the actions needed to become a net zero carbon Council. **New risk for 2023/24**	12	9	4	• Work with Welsh Government, Welsh Local Government Association and other Welsh local authorities to understand and utilise best practice methods for costing carbon actions. Keep abreast of emerging technological solutions and cost implications of same. Where possible, utilise baseline data to forecast costs of associated decarbonisation works.	Open	This risk finding was identified in a recent audit. Management agreed that, where possible, the current plan has been costed as far as practical, and further costing will take place as and when the tools/methodology exist to do so. Climate actions have been included in the MTFS and Capital works programme and will continue to be added as and when the information is available.

SS01 – Expenditure on out of county placements increases as placement costs increase in a demand led market. **New code as of 2023/24 – RSS01**	16	16	9	• Working with local providers to reshape the residential market • Maximising local housing options • Work continues to look at expanding our in house options and progress further residential provision based on need. • Exit from Care work to begin through a multiagency panel.	**Open**	We are continuing to work with local providers to reshape the residential market, including continuing to look at our options for developing further residential provision in hours. The Exit from Care work involves partner agencies working together to develop safe options for children leaving the care system.
SS22 - An insufficient supply of placements leads to young people being placed in unregistered settings **New code as of 2023/24 – RSS22**	16	16	9	• Implement Multiagency Support Team to work with families of young people on the edge of care and prevent placement breakdown • Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group • Develop policies and models to attract new foster carers and expand the type of placements offered • Working with local providers to reshape the residential market • Maximising local housing options • Unaccompanied asylum seeking children (UASC) is an increasing risk for placement costs and are included in the scope of expanding our in house residential.	**Open**	We have a number of mitigating actions with the aims of reducing the number of children coming into care, supporting existing placements to prevent breakdown, combating exploitation; recruiting and developing our in house foster carer pool, and maximizing local provision and housing options, and these plans include solutions for accommodating an increasing number of unaccompanied asylum seekers.

ST-S07 - Inability to achieve national recycling targets due to increased residual waste tonnages collected **New code as of 2023/24 – RST07**	12	12	2	• Undertake a review of the Council Waste Strategy to identify improve service delivery methods to minimise residual waste disposal and increase recycling	Open	The review of the Council's Resource and Waste Strategy was undertaken and consulted upon earlier in 2024 and a new strategy adopted in March 2024 with an action plan to improve service delivery methods to improve the Council's recycling performance, maximise resource efficiency, minimise waste, reduce emissions and minimise the risk of infraction fines. The risk has been reviewed and the risk scoring, and risk comment remains the same this month.
CF18 - Impact on the stability of the Medium-Term Financial Plan of increases in service demand, high inflation and reduced future Welsh Government Local Government Settlements **New code as of 2023/24 – RCF18**	20	20	9	• Regular monitoring and reporting of the financial impact across the organisation • Analysis of funding support announcements by WG in line with above • Consideration of the impacts and measures required at Chief Officer Team and MTFS Programme Co-ordinating Group on a regular basis • Engagement with Society of Welsh Treasurers (SWT) to gain all Wales position • Regular liaison with WLGA contacts re escalation with Welsh Government	Open	The assumptions for 2025/26 is for a projected range of 1% to cash flat settlement from Welsh Government, whilst pressures and the cost of delivering services has risen by £38m. No further information is available on the likely Welsh Government funding settlement for 2025/26. The draft Welsh Government budget is scheduled for 10 December and Provisional Settlement scheduled for 11 December. The UK Budget announcement is scheduled on 30 October.
RCF09 - Sufficient funding capacity to meet Welsh Housing Quality	20	20	10	• Finance and service area are working to assess financial impact and mitigation options, findings reported through to	Open	The standard focuses on affordable warmth with a target energy pathway of EPC 'C'. In support of the target Welsh

Standards 2.0 targets **New risk for 2023/24**				Senior Management Team, Programme Board and Chief Officer Team		Government have asked Landlords to advise on how they will meet net zero carbon by 2027. Welsh Government have asked Landlords to assess their stock and produce energy pathways for homes by 2027 and work is ongoing in this area, once this is complete work will progress with WG to assess financial affordability options for local authorities.
CPA01 - Impact of restructuring and efficiency savings over time. Resulting in reduction in HR to point where fulfilling current and increasing service demand is untenable **New code as of 2023/24 – RCPA01** **New description 2023/24 –** Difficulties in fulfilling workload, recruiting and retaining the right/qualified staff and the impact on the existing workforce. This is a result of multiple factors such as: reduced human resource as a result of historic	15	6	4	• Commission service delivery, with supporting budget • Explore different ways of working • Review workload/demand and resource	**Open**	The Team Leader, Corporate Maintenance position was successfully filled. There are vacancies within Design consultancy , however, any proposed appointment/s are on hold due to limited capital projects coming forward.

restructuring and efficiencies; workforce demographics; loss of professional qualified employees						
RCPA09 - Compliance with carbon targets for corporate assets/ property **New risk for 2023/24**	**20**	**10**	**4**	• All corporate offices have a Building Management System (BMS) . Ty Dewi Sant BMS is being upgraded and will be completed in 24/25 financial year • Building Management systems are being installed in schools, as of May 2024 this project is 80% complete • All new Schools and care homes being constructed will be achieving the Net Zero Carbon requirement, examples being; Mynydd Isa Campus, Ysgol Croes Atti, Flint and the new Croes Atti residential care home • The annual Capital Repair and Management programme routinely undertake projects, such as reroofing (and in doing so insulation is brought up to the required standard), single glazed windows to be replaced by thermally efficient units • The phase out of oil boilers within the school's portfolio has been completed and other	**Open**	The Council has agreed and will be undertaking a Refit Programme, this is contained within the Capital programme. The aim is to achieve an annual CO2 savings of 481 tonnes. A mini-Competition has been held for the Refit Framework for Energy Efficiency and Performance Optimisation for Flintshire County Council with the successful tenderer being Asset Plus Energy Performance Limited. Officer will now work with the successful tender to realise the carbon reduction programme, phase 1.

	<td style="background:red"></td>	<td style="background:orange"></td>	<td style="background:green"></td>	boilers within the school's portfolio to be replaced with the most efficient product available • The Council has agreed and will be undertaking a Refit Programme, this is contained within the Capital programme. The Aim is to achieve an annual CO2 savings of 481 tonnes • To implement the proposed office rationalisation project in order to further reduce the Council's CO2		
CPA13 - Lack of resource to respond swiftly to increasing demand of capital projects with grant funding requiring swift/in-year spend. May result in loss of grant funding and/or high-profile project failure **New code as of 2023/24 – RCPA13**	**15**	**15**	**9**	• Commissioning services need to challenge via established routes	**Open**	Currently managing resources based on current workload and those workloads that are in the pipeline.