

# Public Document Pack



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To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

11 January 2019

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 17th January, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## A G E N D A

### 1 **APOLOGIES**

**Purpose:** To receive any apologies.

### 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

### 3 **MINUTES** (Pages 5 - 12)

**Purpose:** To confirm as a correct record the minutes of the meeting on 13 December 2018.

### 4 **ACTION TRACKING** (Pages 13 - 16)

Report of Democratic Services Manager -

**Purpose:** To inform the Committee of progress against actions from previous meetings.

### 5 **FORWARD WORK PROGRAMME** (Pages 17 - 22)

Report of Democratic Services Manager -

**Purpose:** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.

6 **WHITE PAPER: REFORM OF FIRE AND RESCUE AUTHORITIES IN WALES** (Pages 23 - 56)

Report of Democratic Services Manager - Cabinet Member for Corporate Management and Assets

**Purpose:** To recommend a response to the White Paper on the reform of the governance and funding of Fire Authorities in Wales to the meeting of Council on 29 January.

7 **DIVERSITY AND EQUALITY POLICY** (Pages 57 - 80)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

**Purpose:** To consider and review the Council's updated Diversity and Equality Policy.

8 **ANNUAL REVIEW OF APPRAISALS** (Pages 81 - 90)

Report of Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management and Assets

**Purpose:** To update on the performance in the completion of annual appraisals of employees.

9 **FINANCE AND BUSINESS PLANNING CYCLE** (Pages 91 - 112)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

**Purpose:** To (1) receive a model for a clearer planning cycle for financial, business and performance planning for the Council and (2) to receive information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

10 **MEMBER COMMUNICATIONS: REPORTS, CASES AND COMPLAINTS** (Pages 113 - 116)

Report of Chief Officer (Governance), Chief Executive - Cabinet Member for Corporate Management and Assets

**Purpose:** To share the actions and work undertaken to date to improve standards relating to Member correspondence.

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

**Purpose:** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins  
Democratic Services Manager

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## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **13 DECEMBER 2018**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 13 December 2018

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

Councillors: Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Michelle Perfect, Vicky Perfect and Andy Williams

**SUBSTITUTE:** Councillor: David Cox (for Mike Lowe)

**APOLOGIES:** Councillors: Haydn Bateman, Hilary McGuill and Arnold Woolley

**CONTRIBUTORS:** Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Chief Executive; and Chief Officer (Governance)

Corporate Business & Communications Executive Officer - for minute numbers 68 and 69

Corporate Finance Manager - for minute numbers 70 and 71

Senior Manager, Human Resources and Organisational Development - for minute number 72

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

### **63. OPENING COMMENTS**

The Democratic Services Manager agreed to send best wishes for a speedy recovery to Councillor Bateman, on behalf of the Committee.

### **64. DECLARATIONS OF INTEREST**

None.

### **65. MINUTES**

The minutes of the meeting held on 15 November 2018 were submitted.

### **RESOLVED:**

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

### **66. ACTION TRACKING**

In presenting the progress report on actions arising from previous meetings, the Democratic Services Manager advised that the two actions on the Council Plan item from the September meeting would be resolved at the next meeting in January.

These were the full range of performance measures for Overview & Scrutiny and the illustration of the planning cycle for financial, business and performance planning.

Councillor Jones agreed that the outstanding action on the year-end Council Plan report could be deleted as work was starting on the 2019/20 Council Plan.

On outstanding actions from July and September, the Chief Executive asked that Members await details of the Local Government Final Settlement on recognition by Welsh Government (WG) of the cost pressures for Out of County Placements before deciding whether to make further approaches to Government for further funding. A detailed action plan on officer responses to Members - on their casework and complaints - had been shared with Group Leaders following an earlier Notice of Motion to Council, in advance of a full report to the Committee in January.

Councillor Heesom asked that further reports on the Flintshire Bridge be shared. He highlighted the importance of strategic transport integration to support the regional Growth Bid and the need to reflect this in the Ambitious Council section of the Council Plan. The Chief Executive said that the Council was not responsible for WG policy on transport routes and that funding decisions by WG were outside the Growth Bid. He would establish the timing of the next cyclical report on the bridge and share in due course.

During debate, reference was made to the report on the North East Wales Metro which linked to the Council's integrated transport solution and had been deferred from the recent Environment Overview & Scrutiny Committee meeting. Consideration of that item to January would provide an opportunity for Members to share any concerns with Transport for Wales representatives.

**RESOLVED:**

That the report be noted.

**67. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration. The following changes were agreed:

- Performance information and illustrative item of the financial, business and performance planning cycle (requested at the September meeting) to be brought to the January meeting.
- Reform of Fire & Rescue Authorities in Wales consultation paper to be scheduled for January.
- A report on the handling of Member complaints to be considered in February following the Member workshop scheduled for 23 January.

**RESOLVED:**

- (a) That the Forward Work Programme, as amended, be approved; 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.

**68. COUNCIL PLAN 2018/19 MID-YEAR MONITORING REPORT**

The Chief Executive introduced a mid-year progress report on performance against the Council Plan 2018/19. The report concentrated on the few areas of under-performance. A high-level summary report had been considered at the previous meeting in advance of this full report.

Following a question by Councillor Jones on the 'microcare' initiative, information was shared on plans to develop community social enterprise models to strengthen resilience in the social care sector. Explanation was also given on support for reducing energy tariffs delivered through an area-based programme to target specific areas of deprivation.

On the percentage of households successfully prevented from becoming homeless, officers agreed that the number of cases would also be shown in future reports to give a full picture.

In response to comments on the Serving Council priority, the Chief Officer (Governance) agreed to circulate summary information on the age and value of aged debt owed to the Council, together with an explanation of the process. He also provided a brief update on engagement with the Welsh Government to instigate the removal of the borrowing cap to support Council housing.

The Corporate Business & Communications Executive Officer advised that absent data for some of the Education performance indicators was due to the timing of the academic year, and that the preparations for the new curriculum could not be assessed until new guidance was made available.

In highlighting the need for further discussion on the Council Plan, Councillor Heesom reiterated his concerns about areas of risk on the Ambitious Council priority and benefits to the whole of the County. In response to comments on the integrated transport network, Councillor Shotton said that the achievements on securing investment locally should be recognised.

The Chief Executive provided clarification on the content of the report scheduled for the next meeting as set out in the recommendations, to manage expectations. He gave a reminder of the statutory requirements for the Plan and said that work on the Council Plan for 2019/20 was due to commence in the New Year with the aim to achieve adoption by June 2019.

Councillor Johnson raised his concerns about the impact of Brexit on the local economy which he felt should be identified as a strategic risk. The Chief

Executive referred to the advisory handout circulated to County Council in October which outlined the different roles of any council in managing transition through Brexit. He gave examples of national and regional risk assessment work and said that regional and local risks would be better understood at a later stage.

**RESOLVED:**

- (a) That the Committee notes and endorses:
  - the overall levels of progress and confidence in the achievement of activities within the Council Plan;
  - the overall performance against Council Plan performance indicators;
  - the current risk levels within the Council Plan;
- (b) That the Committee is assured by plans and actions to manage the delivery of the 2018/19 Council Plan; and
- (c) That a further report be received in January with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview & Scrutiny Committees to draw upon for performance reporting.

**69. FLINTSHIRE PUBLIC SERVICES BOARD: WELL-BEING PLAN FOR FLINTSHIRE 2017-2023 - MID-YEAR REVIEW**

The Chief Executive introduced an update on the work of the Flintshire Public Services Board (PSB) following adoption of the Well-being Plan which prescribed five priority areas.

The Corporate Business & Communications Executive Officer spoke about the enthusiasm and strong partnership working across the PSB to deliver strategic objectives. Whilst all the agencies contributed to work on the five agreed priorities, there was effective information sharing and learning between lead partners.

Concerns were raised by Councillor Jones on the decision to put the Economy and Skills priority on hold for the first year, particularly due to the Council's high performance on economy. Officers explained that the decision to focus on four of the five themes this year was partly due to capacity of the PSB and also to achieve clarity on where value could be added. The PSB would return to local action planning on the Economy and Skills theme noting that the PSB (and the former LSB) had completed work on priorities on money advice and poverty, and the promotion of access to work and apprenticeships in the past.

Councillor Johnson expressed his appreciation to officers for the ongoing community resilience programme at the Holway which was making a real difference. He also spoke of the value of the 'Can Cook' project and Breakfast Club in that area. The Chief Executive said that this was a positive example of multi-agency working led by the PSB and he spoke about plans to develop a local social enterprise model to tackle food poverty whilst offering local community and employment benefits.



**RESOLVED:**

That Members are assured of the level of progress that Flintshire Public Services Board (PSB) has made to date.

**70. COUNCIL FUND BUDGET 2019/20 - UPDATED FORECAST AND PROCESS FOR STAGE 3 OF BUDGET SETTING**

The Chief Executive introduced an item to review the current budget position for 2019/20 following recent announcements by Welsh Government (WG) and the report to County Council on 11 December 2018, and in advance of the Local Government Final Settlement on 19 December. In approaching Stage 3 of the process, this was an opportunity for the Committee to bring forward any further options to help bridge the remaining budget gap for 2019/20 for recommendation to Cabinet and prior to approval of the final budget by County Council in January 2019. Following agreement of Stages 1 and 2 budget solutions, there were no remaining proposals to share with Members unless officers were commissioned to do so by Cabinet on the advice of the Corporate Resources Overview & Scrutiny Committee.

To assist, the presentation slides and information shared at the County Council meeting were re-circulated, highlighting the #BacktheAsk campaign for an improved Settlement. In response to previous requests, briefing notes were shared on reserves and balances, and borrowing through the Corporate Loans and Investment Account (CLIA).

Councillor Jones referred to concerns amongst Members about the potential increase in Council Tax, and he highlighted Out of County Placements and Streetscene as two areas of continued overspend year on year. He said there were certain issues affecting non-statutory services which had been set aside during the budget process as they were considered unacceptable at that stage. In the absence of further solutions and a commitment by WG on consequential funding, he said that a steer was needed by the Council Administration on reviewing service options, in advance of the Final Settlement, to understand the implications and alternatives to a further rise in Council Tax.

The Chief Executive cited Streetscene as one of the highest efficiency-driven portfolios and the Council's duty of care on Out of County Placements. Whilst some services were statutory, there were also organisational risks on some non-statutory services. Following consideration and risk assessment of all available safe options by Cabinet and Overview & Scrutiny during the budget process, any new proposals at this stage could only be considered if there was certainty on budget impact and delivery in accordance with due process. Until there was clarity on the Final Settlement, the only available options to achieve a balanced budget - aside from an improved Settlement from WG - were an increase Council Tax, and limited use of reserves and balances on the professional advice of the Corporate Finance Manager in his capacity as the Section 151 Officer.

On Out of County Placements, the Corporate Finance Manager advised that there was a lower level of financial risk than at the budget-setting stage for 2018/19

as cost projections had been fully built into the forecast for 2019/20 based on current activity, notwithstanding the volatility of service demand.

Following a query by the Chairman, explanation was given on the repayment of long-term debts (some of which dated back to predecessor authorities) as reflected in Treasury Management reports. The Chief Executive said that spend commitments on future capital programmes would reflect the benefits, value for money and the revenue saving to give assurance to Members.

On Councillor Jones' comments, Councillor Shotton shared the concerns about the potential decision on Council Tax which would remain if there was no shift in the position from WG. Resilience statements for all efficiency proposals across service areas had been considered by Overview & Scrutiny Committees resulting in mutual agreement that there were no new solutions to deliver efficiencies of the scale required. Whilst some minor options had been identified in the report commissioned by the Council and Welsh Local Government Association (discussed at the October meeting), some would require development over time, for example Post-16 transport on which a report was due to be considered by Cabinet. Councillor Shotton suggested that Members wait until the Final Settlement to consider the next steps as the only legal option remaining was an increase in Council Tax.

Councillor Jones said that in advance of the Final Settlement, a calculation was needed as a practical alternative to show the implications of further non-statutory options if Members chose not to support the Council Tax increase.

The Chief Executive spoke about the importance of allowing for sufficient time for due process as part of the budget-setting, involving democratic decisions by Members informed by the advice of officers. In addition to highlighting the Council's statutory duties, he gave examples of cost implications from introducing significant changes to non-statutory services.

The Chief Executive agreed to a request by Councillor Jones that a more detailed breakdown on Corporate and Central Finance be provided at the January meeting.

**RESOLVED:**

That the only areas of concern that the Committee wishes Cabinet to review are Out of County Placements and Streetscene budgets.

**71. 2018/19 REVENUE BUDGET MONITORING REPORT (MONTH 7)**

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) as at Month 7 prior to consideration by Cabinet on 18 December 2018.

On the Council Fund, the operating deficit had increased by £0.103m to £0.325m. The main changes related to Out of County Placements, Health Board contribution income and the impact of auto-enrolment opt-in on the Pension Fund.

It was estimated that 97% of overall planned efficiencies would be achieved by year end.

The projected year-end balance on Contingency Reserves was £5.447m, after agreeing to use £1.900m to close the budget gap as agreed as part of Stage 1 budget solutions. A summary of earmarked reserves showed a continued reduction with an estimated year-end balance of £11.096m.

There was no change on the HRA where in-year spend was projected to be £0.067m lower than budget, leaving a year-end balance of £1.165m.

Following discussion on the previous item, Councillor Jones proposed that the budgets for Streetscene and Out of County Placements be highlighted to Cabinet as two areas of concern for ongoing review.

**RESOLVED:**

That the Committee supports the recommendations made in the Cabinet report for 18 December on the Revenue Budget Monitoring 2018/19 (Month 7) and confirms that the areas of concern which it wishes Cabinet to review are Out of County Placements and Streetscene budgets.

**72. WORKFORCE INFORMATION REPORT QUARTER 2 2018/19**

The Senior Manager, Human Resources and Organisational Development presented the workforce information report on Quarter 2 of 2018/19.

Changes in headcount figures were mainly due to the group of playworkers appointed on short-term contracts during the summer. There was a downturn in attendance figures compared to the same period in 2017/18 and work was ongoing to understand the reason for the shift in Quarter 1.

An improved position on the use of agency workers was expected to continue following the appointment of permanent Streetscene posts early in the New Year and the resolution of three long-term contracts.

In response to Councillor Johnson's comment, managers were aware that the practice of employees using annual leave as an alternative to sickness leave was unacceptable for a number of reasons.

The Senior Manager provided clarification to Councillor Jones on the notice period for teachers which impacted on the number of voluntary leavers in the report. On expected changes to the headcount figures for schools, reference was made to the need to develop a new pay model whilst acknowledging the financial challenges faced by the Council.

**RESOLVED:**

That the Workforce Information Report for Quarter 2 2018/19 to 30 June 2018 be noted.

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

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

(The meeting started at 10am and ended at 12.10pm)

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**Chairman**



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 January 2019
<b>Report Subject</b>	Action Tracking
<b>Cabinet Member</b>	Not Applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

### RECOMMENDATIONS

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

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

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

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

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

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

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

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

Action Tracking Appendix for January 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
12.07.18	7. Revenue budget Monitoring 2018/19 (Interim)	Cllr R Jones suggested a central pool of out of county funding for Welsh councils. Possible letter to be sent after second budget workshop.	Robert Robins	Possible issue for future consideration following the Local Government Final Settlement.	Not determined
20.09.18	6. Council Plan 2018/19 – Changes from 2017/18	Full range of performance measures to each O&SC to enable selection of areas of regular reporting. Diagram/model showing budgets, governance, performance etc and how they work together.	Karen Armstrong	Report to January meeting	17 <sup>th</sup> January 2019
15.11.18	5. Forward work Programme	A special meeting may be required in January to consider budget issues.	Robert Robins	Members to be informed if such a meeting is required.	To be determined.
15.11.18	6. National Budgets update; implications & updated local forecast	Potential future Member workshop to understand how pension funding works.	Robert Robins	Arrangements to be made in due course	After 1 <sup>st</sup> March 2019
15.11.18	14. Flintshire Community Endowment Fund-Annual report.	Richard Williams agreed to look into the form submitted by an individual mentioned by Cllr Healey.	Karen Armstrong	Details of response to be circulated once received.	By 13 <sup>th</sup> December meeting.
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	As they become available
13.12.18	5. Forward work Programme	Reform of Fire & Rescue Authorities in Wales consultation paper to be scheduled for January.	Robert Robins	As required	January meeting
13.12.18	5. Forward work programme	A report on the handling of member complaints to be submitted in January.	Rebecca Jones	As required	January Meeting

<b>Meeting</b>	<b>Agenda item</b>	<b>Action Required</b>	<b>Action Officer(s)</b>	<b>Action taken</b>	<b>Timescale</b>
13.12.18	6. Council Plan 2018/19 mid-year monitoring	Summary information on the age and value of aged debt owed to the Council and an explanation of the process to be circulated.	Gareth Owens	Circulated 15.1.19	By January meeting
13.12.18	8. Council Fund budget 2019/20 – Updated Forecast and process for Stage 3 of Budget setting	A detailed breakdown of corporate and Central finance to be provided	Chief Executive/ Gary Ferguson	As required	January meeting





## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 <sup>th</sup> January 2019
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

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

## REPORT DETAILS

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

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DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday, 14 <sup>th</sup> February 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Workforce Quarter 3	Monitoring	Sharon Carney
	Welsh Language Promotion Strategy	To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation. (Deferred from December because of the unanticipated high level of responses to the consultation for analysis and inclusion within the Strategy).	Fiona Mocko
	Development of the Capital Programme 2019/20- 2021/22	Consultation	Neal Cockerton/Paul Vaughan
	Revenue Budget Monitoring 2018/19 Month 9 and capital Programme 2018/19 Month 9	Monthly/quarterly monitoring	Sara Dulson
Thursday, 14 <sup>th</sup> March 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Quarter 3		Karen Armstrong
	Revenue Budget Monitoring 2018/19 Month 10	Monitoring  Monthly/quarterly monitoring	Sara Dulson

## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

Thursday, 11 <sup>th</sup> April 2019 10am	Action tracking Forward Work programme  Revenue Budget Monitoring 2018/19 Month 11  Capital Strategy and Asset management plan	Progress chasing Approval  Monitoring  Review	Robert Robins  Sara Dulson  Neal Cockerton/Paul Vaughan
Thursday, 9 <sup>th</sup> May 2019 10am	Action tracking Forward Work programme  Revenue Budget Monitoring 2018/19 Month 12	Progress chasing Approval  Monitoring	Robert Robins  Sara Dulson
Thursday 13 <sup>th</sup> June 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 17 <sup>th</sup> January 2019
<b>Report Subject</b>	White Paper: Reform of Fire and Rescue Authorities in Wales
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Welsh Government has published a White Paper titled *Reform of Fire and Rescue Services in Wales* with a consultation deadline of 5<sup>th</sup> February 2019. The White paper is Appendix 1

Whilst recognising that the three fire and rescue authorities in Wales perform highly in their operations the White Paper proposes changes to the governance and membership of fire and rescue authorities, and to their relationship with their constituent local authorities in budget-setting.

The Council has not expressed any concerns over the governance of the North Wales Fire and Rescue Authority and has been satisfied that the Authority has fully engaged the Council, as a constituent local authority, in consultations on its key strategies and its budget strategy. The consultation questions and draft responses are Appendix 2.

This report will also be considered by Council at its meeting on 29<sup>th</sup> January 2019. The comments of the Committee will be reported to Council verbally.

### RECOMMENDATIONS

1	That the responses to the questions in Appendix 2 of the report are endorsed as the formal Flintshire response to the <i>Reform of Fire and Rescue Services in Wales</i> White Paper.
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## **REPORT DETAILS**

<b>1.00</b>	<b>THE WHITE PAPER; REFORM OF FIRE AND RESCUE AUTHORITIES IN WALES</b>
1.01	The Welsh Government has published a White Paper titled <i>Reform of Fire and Rescue Services in Wales</i> with a consultation deadline of 5 <sup>th</sup> February 2019. Whilst recognising that the three fire and rescue authorities in Wales perform highly in their operations the White Paper proposes changes to the governance and membership of fire and rescue authorities, and to their relationship with their constituent local authorities in budget-setting.
1.02	The Council is represented on the North Wales Fire and Rescue Authority by six councillors. The membership of the Authority (28) is politically balanced. The Authority is well-governed - as validated in a series of regulatory reports by the Wales Audit Office over a period of years.
1.03	The Council has not expressed any concerns over the governance of the North Wales Fire and Rescue Authority and has been satisfied that the Authority has fully engaged the Council, as a constituent local authority, in consultations on its key strategies and its budget strategy. The Chair and Vice Chair of the Authority, and the Chief Fire Officer and senior team members have been frequent attenders at Council and Overview and Scrutiny Committee meetings with the most recent example being attendance at Council on the Improvement Objectives and budget strategy of the Authority.
1.04	The White Paper is attached as Appendix 1. The draft responses to the consultation questions are attached as Appendix 2.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None.

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Not applicable at this stage.



<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Welsh Government White Paper: <i>Reform of Fire &amp; Rescue Authorities in Wales</i> (WG36211) Appendix 2: Draft responses to the consultation questions.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None other than those set out as Appendices.  <b>Contact Officer:</b> Robert Robins, Democratic Services Manager <b>Telephone:</b> 01352 702320 <b>E-mail:</b> robert.robins@flintshire.gov.uk

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Fire &amp; Rescue Authority (FRA):</b> a combined authority, formed of as a combination of the local authorities in its area, but a separate entity in its own right. Flintshire, as the largest constituent authority of the North Wales Fire & Rescue authority, appoints six councillor nominees.

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Welsh Government

White Paper

## Reform of Fire and Rescue Authorities in Wales

Consultation on reform of the Fire and Rescue Authorities in Wales'  
governance and funding arrangements

Date of issue: 13 November 2018

Action required: Responses by 05 February 2019

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

<b>Overview</b>	The purpose of this consultation is to seek your views on proposals to reform how Fire and Rescue Authorities are governed and funded.
<b>How to respond</b>	<p>To respond to this consultation, please complete the online form, which you can access here:</p> <p><a href="https://beta.gov.wales/reform-fire-and-rescue-authorities-wales">https://beta.gov.wales/reform-fire-and-rescue-authorities-wales</a></p> <p>Alternatively, you may use the separate response form provided, which you can email to:</p> <p><a href="mailto:fire@gov.wales">fire@gov.wales</a></p> <p>or send it in hard copy to the address below.</p> <p>The closing date for responses is <b>5 February 2019</b>.</p>
<b>Further information and related documents</b>	<p><b>Large print, Braille and alternative language versions of this document are available on request.</b></p> <p>Consultation web address:</p> <p><a href="https://beta.gov.wales/reform-fire-and-rescue-authorities-wales">https://beta.gov.wales/reform-fire-and-rescue-authorities-wales</a></p>
<b>Contact details</b>	<p>For further information:</p> <p>Fire Services Branch          Welsh Government          Rhydycar          Merthyr Tydfil          CF48 1UZ</p> <p>email: <a href="mailto:fire@gov.wales">fire@gov.wales</a>          Tel: 0300 062 8226</p>

## General Data Protection Regulation (GDPR)

The Welsh Government will be data controller for any personal data you provide as part of your response to the consultation. Welsh Ministers have statutory powers they will rely on to process this personal data which will enable them to make informed decisions about how they exercise their public functions. Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about or planning future consultations. Where the Welsh Government undertakes further analysis of consultation responses then this work may be commissioned to be carried out by an accredited third party (e.g. a research organisation or a consultancy company). Any such work will only be undertaken under contract. Welsh Government's standard terms and conditions for such contracts set out strict requirements for the processing and safekeeping of personal data.

In order to show that the consultation was carried out properly, the Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. If you do not want your name or address published, please tell us this in writing when you send your response. We will then redact them before publishing.

You should also be aware of our responsibilities under Freedom of Information legislation.

If your details are published as part of the consultation response then these published reports will be retained indefinitely. Any of your data held otherwise by Welsh Government will be kept for no more than three years.

## Your rights

Under the data protection legislation, you have the right:

- to be informed of the personal data holds about you and to access it
- to require us to rectify inaccuracies in that data
- to (in certain circumstances) object to or restrict processing
- for (in certain circumstances) your data to be 'erased'
- to (in certain circumstances) data portability
- to lodge a complaint with the Information Commissioner's Office (ICO) who is our independent regulator for data protection.

For further details about the information the Welsh Government holds and its use, or if you want to exercise your rights under the GDPR, please see contact details below:

Data Protection Officer:  
Welsh Government  
Cathays Park  
CARDIFF  
CF10 3NQ

e-mail:

[Data.ProtectionOfficer@gov.wales](mailto:Data.ProtectionOfficer@gov.wales)

The contact details for the Information Commissioner's Office are:

Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

Tel: 01625 545 745 or  
0303 123 1113

Website: <https://ico.org.uk/>

## Foreword by the Cabinet Secretary for Local Government and Public Services



We are rightly proud of our fire and rescue services. They respond swiftly, effectively and selflessly to deal with serious threats to our safety. More than that, their prevention and safety work has helped reduce the number of fires by more than half since responsibility was devolved to Wales in 2005.

That is a huge success, but it is also a challenge. As the number of fires falls, the role of the Service is becoming broader. Firefighters have the skills, capabilities and values to deal with a wide range of other incidents, such as floods, medical emergencies and terrorist attacks. But to make the most of that potential, the Service needs to be governed and funded in a modern, accountable and sustainable way. At present it is not.

There are other challenges too. People are living longer, but older people are at greater risk of fires in their homes. The lessons of the Grenfell Tower tragedy still have to be fully learned and applied. Climate change will increase the risks of flooding and wildfires. And public finances are extremely constrained – a situation that is only likely to worsen in the aftermath of Brexit. Again, this calls for the highest standards of leadership and transparency, ensuring that the Service has the resources it needs, but also placing that in a wider context.

None of this is the Service's fault. The arrangements we now have date from the mid-1990s. While they may then have been adequate for running a municipal fire brigade, the Service and the demands placed on it have changed significantly since.

This document sets out the Welsh Government's proposals for addressing this situation. It includes the broad case for reform, as well as our preferred options for pursuing it.

Reform has to happen if the Service is to have a sustainable future, and the status quo is not an option. Nor are several other hypothetical possibilities which Chapter 2 of this document describes. However, I am more concerned at this stage with the outcomes of reform than with the means. I would, therefore, be happy to consider any other options for reform which would clearly meet the criteria that this document describes.

Change is too often a response to failure, and creates even more burdens on organisations in difficulty. That is not so here. I want to build on the successes we have seen, and to sustain the services on which we all rely. I look forward to hearing your views.

**Alun Davies AM**  
**Cabinet Secretary for Local Government and Public Services**

## CHAPTER 1

### The case for change

- 1.1 This chapter sets out the current arrangements for managing and providing fire and rescue services in Wales, and why the Welsh Government believes they should change.
- 1.2 This does not reflect any need to improve the headline performance of core and traditional fire and rescue services. That performance has long been strong. Fires and casualties from fires are in sustained and significant decline in Wales, as elsewhere.
- 1.3 Those trends at least partly reflect the work of the fire service in improving fire safety and in responding swiftly and effectively to fires when they break out. We do not seek to challenge that; indeed, we believe all involved with the service should be very proud of what they have achieved. **Any reform must preserve this record and allow the Fire Service to sustain and enhance it to the fullest extent possible.**
- 1.4 The case for change relies rather on the need to improve the capability of the service to sustain and build on that success. It needs to be able to understand and respond to emerging long-term challenges, and to do so in ways which reflect the wider context of public service delivery. We believe the current arrangements are defective in this regard. The reasons for that are all grounded in the statutory governance and funding framework, which dates back to the mid-1990s. **The case for change does not imply any shortcoming at all on the part of Fire and Rescue Authority (FRA) members, managers or staff.** They have had to work with the system as it is, and we believe they have done so as well as they possibly could.

### The current arrangements

- 1.5 Since 1996, fire and rescue services in Wales have been provided by three FRAs. Each FRA is, in law, a *combined authority*, meaning that it is formed as a combination of the local authorities in its area – although the FRA is a separate entity in its own right. Those constituent local authorities are in turn responsible for the membership and funding of the FRA, as follows.
- 1.6 Firstly, each local authority nominates a set number of councillors to be members of the FRA. That number broadly reflects the population of the local authority as a proportion of the population of the FRA's area. The choice of members is one for each local authority; but FRA members are generally drawn from councillors who do not have other responsibilities such as being members of a council executive or chairs of scrutiny or audit committees.
- 1.7 Secondly, local authorities provide FRAs with nearly all of their funding. This is in the form of contributions which each FRA calculates and levies on each of its constituent councils. The amount of each contribution is a matter for the FRA to determine. Again, FRAs in practice aim to levy contributions broadly based on each FRA's share of the local population, to limit increases in funding to the minimum the FRA believes to be necessary, and to accommodate any reservations or comments made by local authorities – but there is nothing requiring them to do so.

<b>Local authority</b>	<b>FRA members</b>	<b>Funding Contribution 2016-17 (£000)</b>
Conwy	5	5,277
Denbighshire	4	4,364
Flintshire	6	7,023
Gwynedd	5	5,598
Isle of Anglesey	3	3,191
Wrexham	5	6,433
<b>North Wales FRA total</b>	<b>28</b>	<b>31,886</b>
Carmarthenshire	5	9,172
Ceredigion	2	3,696
Neath Port Talbot	4	6,851
Pembrokeshire	3	6,036
Powys	4	6,537
Swansea	7	11,913
<b>Mid and West Wales FRA total</b>	<b>25</b>	<b>44,205</b>
Blaenau Gwent	1	3,171
Bridgend	2	6,541
Caerphilly	3	8,279
Cardiff	5	16,776
Merthyr Tydfil	1	2,748
Monmouthshire	2	4,209
Newport	2	6,892
Rhondda Cynon Taf	4	10,789
Torfaen	2	4,208
Vale of Glamorgan	2	5,898
<b>South Wales FRA total</b>	<b>24</b>	<b>69,511</b>
<b>Wales total</b>	<b>77</b>	<b>145,602</b>

### **Accountability and scrutiny**

- 1.8 The Welsh Government believes these arrangements mean FRAs are not as accountable as they ought to be. In any democracy, public bodies must be clearly answerable to those they serve. That ensures they meet public needs and expectations – and are exposed to scrutiny and challenge if they do not. Public bodies should therefore either be directly elected (as local authorities and the National Assembly are); or should be formally and clearly accountable to such bodies.
- 1.9 Neither of these is true of FRAs. While their members are elected councillors, those councillors are not accountable to their ‘home’ council for their actions as FRA members. Indeed, when acting as members of the FRA they are duty bound to put aside loyalty to their local authority, and to act in the interests of the FRA instead. Nor do FRA members represent the electorate to any significant extent. Only around 6% of councillors in Wales are FRA members, meaning only a very small proportion of the electorate are represented by them. Even if those few people were aware that their councillor had been an FRA member, it seems unlikely that that would have much bearing on voting decisions alongside other influences such as local authority services or party allegiance. And there is no guarantee that such a councillor would, if re-elected, be reappointed to the FRA anyway. So FRA decisions are not grounded in



any kind of democratic mandate, nor are FRA members answerable to the electorate as a whole for those decisions.

- 1.10 In local authorities, democratic accountability is enhanced by dividing responsibilities between a cabinet, which takes most major decisions, and scrutiny committees, which hold the cabinet to account. That distinction does not formally exist in an FRA, nor could it. It depends on members being elected on a political mandate: cabinets are normally composed of the ruling party group or coalition, with scrutiny committees constituted to give other parties fair representation. But FRA members have no such mandate in that capacity.
- 1.11 At the same time, FRAs are not fully accountable to national institutions either. Many other public organisations in Wales, for instance in the NHS, are themselves accountable to the Welsh Government, and through it to the National Assembly for Wales. That relationship usually involves the Welsh Government determining the budget and policy direction for such bodies, and being answerable for those decisions to the Assembly. Yet the Welsh Government has no such relationship with FRAs. While it sets a broad strategic direction in the form of the National Framework for Fire and Rescue Services, that is only guidance to which FRAs should “have regard”; strategic and operational decisions are solely for FRAs to make. And as explained below, the Welsh Government has no influence over FRA budgets at all.
- 1.12 It is true that other forms of accountability exist in the sector. For instance, FRA officers and managers are answerable to FRA members. But that is only an internal arrangement; it lacks both transparency and independence, and does not amount to the public and democratic accountability described above. FRAs are also liable to audit and inspection by the Wales Audit Office (WAO), as are all devolved public bodies in Wales. That is external, independent and transparent; but it is limited by the WAO’s statutory remit and audit methodology. For instance, auditors never challenge the substance of any organisation’s policy or spending decisions, or argue for alternatives. They can only consider the way in which those decisions were implemented and reflected in the organisation’s accounts.
- 1.13 Some might say that a lack of accountability is wrong in principle. We agree; but that alone would make a weak case for change. There are, though, more practical consequences of these problems, as follows.

### **Innovation and change**

- 1.14 Public accountability aims to expose an organisation and its decisions and services to a wider range of views and influences. In doing that, it should verify that the organisation is meeting public expectations and needs; and/or challenge that and suggest different priorities and approaches. In short, it should help public bodies to identify changing needs and innovative ways of meeting them. That much is central to the provision of any public service, where decisions about what to provide and for whom are a matter of public policy rather than market mechanisms.
- 1.15 All of our FRAs have changed and innovated in recent years. For instance, South Wales FRA has completed a thorough review of front-line fire cover; North and Mid and West Wales FRAs have overhauled their crewing arrangements; and all three have

made progress in diversifying the service to address a wider range of non-fire risks and incidents. All of this and much else is positive and praiseworthy.

- 1.16 However, the absence of fully effective accountability mechanisms means that these and other developments have not been properly debated, scrutinised or subjected to challenge. It is perfectly possible that different or further action might have been more appropriate; or that there are other opportunities being missed or other needs being unmet. We simply do not and cannot know.
- 1.17 That is particularly important given the acknowledged need for the Fire Service to change, and to diversify its role. The success the Service has had in reducing the incidence of fire has created considerable potential to address other sorts of hazards too. Without that, the Service risks becoming a victim of its own success. But realising that potential and leading the Service in this time of change demands an acute sensitivity to wider needs and opportunities. That is less likely to happen while FRAs are managed as though they were stand-alone municipal services. Open debate about the future role of the Fire Service has never been more important – but it is not supported by the current governance arrangements.
- 1.18 We believe that reform should therefore **create clear and effective leadership of, and accountability for, the development and delivery of fire and rescue services**. In particular, this should support full and open debate about the potential for diversifying the service.

## **Resourcing**

- 1.19 As noted, the great bulk of FRAs' funding comes from local authority contributions, levied at rates over which each FRA has sole control. Neither local authorities nor the Welsh Government have any right to consent to those rates. By contrast, local authorities derive the bulk of their funding from the Welsh Government, which in turn needs the approval of the Assembly to set a budget; most of the balance of each local authority's funding is raised from council tax, for which the authority and its members are of course directly answerable to the electorate.
- 1.20 This absence of any form of external control over FRA budgets is unique in the Welsh public sector and, as far as we know, elsewhere in the UK. In recent years, FRAs have largely exercised their funding powers responsibly, so the overall cost of providing fire services has fallen (although that needs to be put alongside the fall in the incidence and risk of fire too). However, progress has not always been as quick as it might have been. For instance, two of our FRAs have been slow to reduce their attendance at false alarms, which consumes significant amounts of resources each year for no benefit. And all three FRAs have long been relatively high spenders: expenditure per head for each of them is in the top quartile across the UK, and has been for some time.
- 1.21 As with issues relating to innovation, the current arrangements mean a potentially powerful driver for ensuring value for money is missing. That does not necessarily mean that FRAs are wasteful; it means we do not know. Nor are there adequate ways of verifying or challenging FRA budgetary decisions. Regardless of how prudent or frugal FRAs choose to be, that cannot continue in a time of sustained severe pressure on public finances – which will probably be further exacerbated by Brexit.

- 1.22 Likewise, the diversification of the Fire Service's role is not properly reflected in its funding arrangements. Most obviously, in 2016/17 almost 20% of all genuine calls to which the Service responded (excluding false alarms) consisted of non-fire medical emergencies. Prevention and safety work also increasingly addresses non-fire risks to health, such as falls, smoking and poor diet.
- 1.23 Many of these services aim to relieve pressure on the NHS, either by preventing accidents and conditions which would otherwise need hospital treatment, or by responding to medical emergencies on behalf of the Ambulance Service. And research suggests that they can be markedly successful in this, with one recent study showing savings to the NHS of over £4 for each £1 invested in Fire Service provision. Yet the current funding model means that these health-related services are being financed by local authority budgets. That is wrong in principle: it means that FRAs neither have sustainable funding for such work, nor are they accountable for what they spend. **So reform must encompass the changing role of the service and provide clear, fair and sustainable funding mechanisms for it.**
- 1.24 Emergency services differ from most other public services. They must always be available to anyone who needs them, and those providing them can neither anticipate demand nor manage it by using waiting lists or similar. That has significant effects on resourcing and budget-setting, which must cater for the peak demand at any given time. **Any reform needs to recognise that, and to ensure that the excellent standards of service we enjoy are maintained and enhanced.** But that cannot be an argument against proper control over public money. In fact, it strengthens the case for a funding model which fully reflects the pressures on fire services and the wider public sector. We believe that reform should **create genuine external accountability for FRA budget and spending decisions, while recognising the particular features of resourcing emergency services.**

### **Membership**

- 1.25 At present, FRA members tend to be 'backbench' councillors, nominated into that position by their local authorities. Such councillors naturally play an invaluable role within their authorities, in representing local concerns and discharging their electoral mandates. They also help ensure that the balance which all local authorities have to strike between the services for which they are responsible fairly reflects the needs and views of citizens and communities.
- 1.26 We are not convinced that the role of an FRA member calls for these attributes, or that it is best discharged by backbench councillors. FRAs are responsible for only one service, albeit one that is changing and diversifying. Leading and managing that service is often a technical and complex business. Only rarely – when matters such as station closures are being considered – are purely local political or community concerns at stake. Rather, effective leadership of the Service is more a matter of maintaining professional standards and responding to changes in risk and technology.
- 1.27 There should be no doubt at all about the personal dedication and commitment of FRA members. But we do not believe they necessarily have all the capability that they need to provide strategic leadership to the Service or to challenge senior officers, in particular during the time of change that the Service is facing. That also demands expertise in

service management, in organisational change and in developing collaborative relationships with other service-providers. It would also help if the governance arrangements for FRAs were more aligned and integrated with those for other services with which they need to collaborate.

1.28 Therefore, we believe that **reform should increase the expertise and capability of FRAs to provide strategic leadership, to sustain effective collaboration and to hold senior officers to account.** That, though, should not come at the expense of local knowledge and accountability.

1.29 While fire and rescue services are essential, they are relatively small. Overall, they account for only around 1% of all devolved spending; and their governance arrangements do not need to be extensive or elaborate. For instance, there may be scope to reduce the size of their membership. As the table below shows, FRAs have relatively high memberships when compared to other bodies, despite the relatively modest extent of their responsibilities.

Organisation type	Revenue budget	Number of members
Local authorities (x22)	£149 million to £813 million	30 to 76
Health boards (x7)	£285 million to £1.43 billion	20 to 25
Welsh Ambulance Service Trust	£174 million	13
Natural Resources Wales	£182 million	11
FRAs (x3)	£34 million to £74 million	24 to 28

1.30 As we have argued, FRA members do not represent the electorate, nor do they have a mandate to discharge. So we do not believe representation on this scale can be justified: it increases the cost and complexity of governance to no obvious benefit. **It would be better for FRA members to be fewer in number, but to have a more clearly defined remit and the capability to carry it out.**

**Performance management**

1.31 The problems we have set out above relate to the statutory governance and funding arrangements for FRAs. Those are, if anything, compounded by the current ways in which FRAs are required to manage and report their performance. Those are set out in the Local Government (Wales) Measure 2009, which treats FRAs – and for that matter National Park authorities – in the same way as local authorities.

1.32 In outline, the Measure requires FRAs to ‘make arrangements to secure continuous improvement’ in the exercise of their functions. Those arrangements must include:

- Formulating and consulting on annual ‘improvement objectives’, i.e. priorities for improvement in the coming year;
- Collecting quantitative performance data and other types of information which show how far those objectives are being met;
- Reporting publicly after the end of the year about progress in attaining improvement objectives; and

- An annual inspection by the Wales Audit Office of the extent to which the FRA has complied with the Measure.

- 1.33 However, these arrangements were designed primarily for local authorities. They face very different challenges from FRAs. Every local authority is responsible for numerous services, each of which meets different needs for different people or areas. Its members also have electoral mandates to discharge. That means each authority has to balance competing demands and expectations, and set priorities accordingly – hence the sort of arrangements which the 2009 Measure set out.
- 1.34 FRAs, by contrast, provide only a small range of services and have no direct mandate from the electorate. As noted above, they cannot manage demand for their core emergency response services – they need to provide those when needed, anywhere at any time. So the notion of balancing demands and setting priorities does not arise to anywhere near the same extent as with a local authority. This makes the requirements of the Measure burdensome and over-complex in an FRA context. Nor are some of the techniques which the Measure stipulates particularly useful. For instance, it is not possible to use performance indicators to assess the effectiveness of fire safety or prevention programmes, as that would mean trying to measure events which did not occur.
- 1.35 The Welsh Government has already announced that the Measure will be repealed. We believe **a new performance management system should better reflect the particular operating contexts and challenges which FRAs face**. In doing so it should maximise accountability while minimising burdens, and should reflect related planning and reporting requirements on FRAs, such as under the National Framework for Fire and Rescue Services, and the Well-being of Future Generations (Wales) Act 2015.

### **Sustaining front-line services**

- 1.36 These issues are all concerned with the corporate governance of FRAs, not with front-line operations. Of course, strengthening governance will help sustain and improve front-line services. The case for change we have outlined in this chapter will bring clearer and more accountable leadership, more open debate around priorities for the Service and a fuller understanding of the needs it has to meet.
- 1.37 However, front-line responsive and preventative services obviously have to be maintained during any period of change. Undue disruption and distraction must be avoided at all costs. **So the process of reform must be as limited in scope as possible**, while still achieving the objectives we seek.
- 1.38 Organisational change often makes staff uneasy, especially if they fear that it may lead to job losses or other effects on their work. That is not so here. The focus of reform is entirely on how FRAs are structured, funded and accountable at the corporate level. **Changes to front-line operations, including the numbers of firefighters, appliances or fire stations, or other operational matters such as crewing, rostering or ridership arrangements, have no place in this programme of reform.**

## Summary of the objectives for reform

**Reform of the current governance, finance and performance management arrangements for FRAs should:**

- **Preserve the current high standards of service and allow the Fire Service to sustain and enhance it to the fullest extent possible.**
- **Create clear and effective leadership of, and accountability for, the development and delivery of fire and rescue services.**
- **Create genuine external accountability for FRA budget and spending decisions, while recognising the particular features of resourcing emergency services.**
- **Encompass the changing role of the service and provide clear, fair and sustainable funding mechanisms for it.**
- **Increase the expertise and capability of FRAs to provide strategic leadership, to sustain effective collaboration and to hold senior officers to account.**
- **Provide for FRA members to be fewer in number, but to have a more clearly defined remit and the capability to carry it out.**
- **Include a new performance management system which should better reflect the particular operating contexts and challenges which FRAs face.**
- **Be as limited in scope as possible, and avoid any changes to front-line operations or resources.**

### Questions for consultation – the case for change:

1. Do you agree the objectives for reform are appropriate and important?
2. Are there other objectives that the reform programme should pursue?

## CHAPTER 2

### Designing a new system

- 2.1 The previous chapter set out the case for reforming FRA governance and finance, and the broad objectives of such a change. This one sets out the essential elements of a reformed system, and in doing so discounts some hypothetically possible options, while pointing towards others which the following chapters explore more fully.

#### A distinctive service

- 2.2 Fire and Rescue Services are widely recognised, and firefighters are seen as highly skilled and public-spirited individuals with a degree of respect which is not always enjoyed by other professionals and public service-providers. That is central to much of the work to broaden its role. For instance, programmes to tackle arson and other forms of offending often work because the firefighters who deliver them are not seen as connected to law enforcement. People who might resist the influence of authority figures such as police officers or teachers might well be more receptive to the same messages delivered by firefighters. More generally, the core skills and processes involved in firefighting can readily be expanded and adapted to deal with other emergencies.
- 2.3 We believe it is important to maintain that Fire and Rescue Service ‘brand’ and the core skills and values of firefighters. That means **FRAs should remain as separate and distinctive entities**. They should have their own governance and funding arrangements, although these will need to be reformed to allow them to maximise collaboration with other organisations.
- 2.4 Accordingly, **we do not support the transfer of fire and rescue services to the control of Police and Crime Commissioners (PCCs)**, as is taking place in parts of England. While FRAs must and do work closely with the Police, a formal transfer of control could compromise the distinctive Service identity. We also could not accept a devolved service coming under the control of non-devolved office-holders like PCCs. And in any event, fire and police boundaries generally do not align: of the four forces in Wales, only North Wales Police serves the same area as the FRA.
- 2.5 We would also not support transferring control of the Service back to local authorities, although there are other reasons for this too (see below).

#### A local service

- 2.6 In almost all countries in the developed world, fire and rescue services are managed and provided at the local or state/provincial level, rather than the national level<sup>1</sup>. There is a very long history of this – fire services are among the oldest local public services in the world – but there are also positive reasons for control at this level. Although, as the previous chapter noted, local politics and community concerns rarely figure in FRA business. However, planning and delivering effective fire and rescue services depends

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<sup>1</sup> Known exceptions include Italy, where a single national service was established in 1941, and more recently Scotland (in 2013) and New Zealand (in 2017). Some countries, such as Russia and Poland, also retain single national services created in the Soviet era.

on a detailed and intimate knowledge of specific local risks. For instance, each of our three FRAs has to manage the specific and very different fire risks of the Port of Holyhead, the Milford Haven oil refineries and the proliferation of high-rise buildings in Cardiff, as well as many other diverse risks created by particular local housing conditions, industrial developments, population patterns or environmental, topographical and climatological factors.

- 2.7 At the same time, a comprehensive fire and rescue service requires an extensive and highly trained workforce and a wide range of specialised vehicles and other equipment. In 1995, when the current FRAs were created, it was felt that these needs could only be met by organisations on the scale we now have. That is all the more so now – technology has advanced considerably since 1995, and the role of the Service continues to widen. The most highly specialised capabilities, such as those for dealing with water rescues, terrorist attacks or fires in high-rise buildings, only need to exist at a few of our fire stations, as now. It would not be possible for smaller organisations to maintain this breadth of service, still less to expand it into new areas.
- 2.8 Accordingly, we believe **the current pattern of three FRAs should remain**. They are small enough to maintain the detailed knowledge of local risks and conditions that they need, while being large enough to sustain the range of specialist capabilities that their role calls for. So **we do not support the creation of a single Fire Service for Wales**, similar to the Scottish Fire and Rescue service created in 2013. Even if that could be done quickly and cheaply – which evidence from Scotland suggests it could not – it would mean a loss of local knowledge and control, and would not necessarily address any of the objectives we cited in the previous chapter.
- 2.9 The same point means **fire and rescue services cannot return to local authority control**, as they were before 1995, and as they still are in some of the larger counties of England. All of our local authorities are far too small to be able to provide a comprehensive and efficient fire and rescue service. They would have to share resources between them, effectively recreating the status quo.
- 2.10 Likewise, we believe **there is no case for changing the current boundaries of FRAs**. Some have advocated this, in particular moving the areas of Swansea and Neath Port Talbot from Mid and West Wales FRA to South Wales FRA. This would create more homogenous FRAs for urban south Wales and rural mid and west Wales, and align FRA boundaries with those for the Police. But there is no evidence that the current boundaries create any particular problems, so no grounds for changing them.

### **A national dimension**

- 2.11 While we believe the current configuration of FRAs should remain, there are also aspects of their work that are more grounded in national and international factors. For instance, long-term trends in risk are heavily influenced by matters such as ageing, austerity, climate change and terrorism, which clearly transcend FRA borders. Some highly specialised FRA functions – the so-called ‘national resilience’ capabilities<sup>2</sup> – are already managed and funded at an all-Wales level, in recognition of the degree of specialisation involved and the level of threat they are designed to address. And

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<sup>2</sup> The main capabilities concern those dealing with major flooding; urban search and rescue (in collapsed buildings and similar); chemical, biological, radiological and nuclear incidents; and terrorist attacks.



diversification of the Service, in particular to support the NHS, also raises issues of national-level policies and objectives in those areas. They may in turn have implications for firefighters' pay and conditions – a matter into which all governments in the UK are increasingly being drawn.

- 2.12 The current relationship between FRAs and the Welsh Government is complex. The Welsh Government's National Framework for Fire and Rescue Services contains objectives and priorities for FRAs, and the Welsh Ministers can issue directions to FRAs which fail to act in accordance with it, but it is only guidance to which FRAs should 'have regard'. The Welsh Government has no control at all over FRAs' plans, performance or budgets.
- 2.13 Accordingly, while control should largely continue at the current level, we believe **new arrangements should also reflect the legitimate but limited national interests in the development and delivery of the Service**. It may be more appropriate for that to entail clarifying and tightening up the current status of the National Framework and the related performance management arrangements. We are not persuaded that extensive and direct involvement by government in the day-to-day governance of the Service would be justified.

### **Implementing change**

- 2.14 Most of the changes we propose in this document can probably be made by amending the FRAs' *combination orders* – the statutory instruments which established them and which set out their current governance and finance arrangements. The Welsh Ministers have powers to do so by order. Some possible changes appear likely to require an Act of the Assembly instead, and this document identifies those too.

#### **Questions for consultation – designing a new system:**

- 3. Do you agree that FRAs should remain as separate and distinct entities, with the same boundaries as now?**
- 4. Do you agree that transferring control of fire and rescue services to Police and Crime Commissioners or local authorities would not be appropriate?**
- 5. Do you agree that there are legitimate but limited national interests in the Service that need to be reflected in its governance arrangements?**

## CHAPTER 3

### Proposals for change (1): Governance and membership

- 3.1 The previous chapter explained that the current structure of three FRAs needs to remain, in order to balance local knowledge with the scale needed to provide a comprehensive and efficient service. This chapter explains how, within that structure, the membership of FRAs should change to meet the objectives of reform.

#### Sources of membership

- 3.2 Members of public bodies (other than those who are directly elected) are normally nominated or appointed to their posts by other organisations or office-holders. There are three broad options for that in the case of FRAs:
- a. Local authorities could continue to nominate councillors to FRA membership.
  - b. Welsh Ministers could appoint people to membership on the basis of merit, following a fair and open competition.
  - c. Membership could be mixed, with some members nominated by local authorities and some appointed by the Welsh Ministers.
- 3.3 Councillor nomination would keep FRAs' political leadership at its current local level, and could provide for clearer accountability to local communities. By contrast, appointment by the Welsh Ministers would break that connection – accountability would instead be to the Welsh Government and the Assembly. But it would probably increase the expertise among members, who would be appointed for the skills and experience they would bring. A mixed membership would, of course, combine these features.
- 3.4 On balance, **we believe that local authorities should continue to nominate members**. That would be more consistent with the need for local knowledge and accountability which we described in the last chapter. While the attractions of an appointed 'expert' membership are considerable, we do not believe that it would be appropriate for what has always been a local service to become accountable only to the Welsh Government. Mixed membership may also look attractive and might combine the advantages of both the other options. But it could confuse accountability, complicate decision-making and increase the necessary membership size.
- 3.5 There are, though, some important changes that still need to be made.

#### Number of members

- 3.6 As we described in chapter 1, FRAs almost certainly have more members than they need. There is no meaningful sense in which those members represent the electorate, so there is no need for representation to be on this scale – or in proportion to local authority population. All an unduly large membership achieves is to complicate and delay effective decision-making – and to incur extra costs in the form of members' salaries and expenses.

3.7 Therefore, we propose that **each local authority should nominate one member of the FRA**, regardless of population. That would mean the number of nominated members would fall to 10 in South Wales and 6 in each of North and Mid and West Wales.

### **Types of members**

3.8 Currently, FRA members are almost always nominated from the ranks of ‘backbench’ councillors – i.e. those who are not members of a council executive or chairs of scrutiny or audit committees. Anecdotally, this is because those who do hold such offices are not permitted to receive any extra salary as an FRA member, while backbenchers have no such restrictions.

3.9 We have no doubt about the dedication of the current membership. But this approach effectively separates the governance of fire and rescue services from that of all other local services, which is of course overseen by council executives. That is not in the interests of effective collaboration between FRAs and providers of those other services, or of effective scrutiny of that.

3.10 One promising option would be that **all nominated FRA members must be members of their council’s cabinet**, appointed by the Leader as normal. They would come together as an executive decision-making FRA, replicating the roles they exercised in their ‘home’ authority. And they would be better able to build connections between fire and rescue services and other local services for which they and their cabinet colleagues were responsible.

3.11 To facilitate such change, it may be necessary to remove the current restriction on cabinet members receiving an extra salary as FRA members. The Independent Remuneration Panel for Wales is responsible for considering the salaries of councillors and cabinet members. It might also be necessary to raise the current statutory cap on the size of a local authority cabinet (9 members plus the Leader). We would need to consider this in light of the time available for cabinet members to carry out their roles, and how cabinets of the future could be shaped to give opportunities for job sharing in cabinet roles. We would welcome views on these points.

### **Scrutiny and challenge**

3.12 Under this model, nominated members would all have executive roles, both in the FRA and their ‘home’ local authority. That should clarify and strengthen strategic leadership and connections with other services. But it would not of itself improve the accountability of the FRA as a whole. Individual members might be subject to scrutiny in their ‘home’ authorities, but that would not necessarily embrace their roles as FRA members, nor would it apply to the whole FRA.

3.13 As we explained in the first chapter, the local government scrutiny model relies on there being a politically distinct executive with a mandate to discharge. It does not and cannot work in an FRA context. There needs to be another means of holding the FRA to account and introducing constructive challenge into its decision-making.

- 3.14 One way of doing so is already widely used in the private and voluntary sectors. It involves appointing additional members (whether trustees, directors or similar) in a non-executive capacity. Such non-executive members do not make decisions; instead, they provide advice and challenge to those who do. Non-executive members are normally appointed because of the particular knowledge or expertise they would bring to the role and to the organisation as a whole.
- 3.15 We believe this approach would work well for FRAs. It would provide scrutiny and challenge without compromising local control, and would build the expertise available to each FRA. Therefore, we propose that **FRAs should also have non-executive members**. They should assist rather than obstruct decision-making, so their numbers should be modest. We would suggest the number of non-executive members should be equivalent to 25% of the reduced councillor membership as above, rounding up (i.e., 3 in South Wales and 2 each in North and Mid and West Wales).
- 3.16 The most straightforward approach would be for **the Welsh Ministers to appoint non-executive members on the basis of fair and open competition**. That would not make FRAs unduly accountable to the Welsh Government, as non-executive members would have no decision-making role. It would, though, ensure consistency across Wales and could attract a higher number and calibre of applicants. However, we would be open to FRAs appointing their own non-executive members, provided there were an agreed process and set of criteria for this.
- 3.17 This approach brings some challenge to FRA decision-making, but it does not generate the sort of full external accountability we envisaged in chapter 1. Doing that would require fundamental changes to the legislation governing FRAs, which will not be possible in the near future.
- 3.18 However, if and when legislative change were possible, we believe the best means of generating accountability would be to separate the role of the FRA from that of the Fire and Rescue Service (FRS) itself. The latter would be formally responsible for all aspects of service provision. It would be headed by a statutory Chief Fire Officer who had all of the service delivery functions which currently vest in the FRA, as well as the power to employ staff and own assets. The FRA, by contrast, would hold the Chief Fire Officer and FRS to account. It would not make decisions itself, but would endorse the most major decisions such as setting a budget, publishing a strategic plan or significantly reshaping front-line capacity.
- 3.19 This model would, we feel, best reflect the reality of running an emergency service. On a day-to-day basis that is arguably better left to professionals, with members being better equipped to scrutinise and challenge those responsible. The separation between the two would ensure full and independent accountability, while freeing up senior officers to lead and manage the Service. Such an approach was used for many years in the Police, where the Chief Constable had a similar relationship with the Police Authority.
- 3.20 Under this model, we would see no particular need to change the overall FRA membership arrangements described above. However, a scrutiny and challenge role may call for different skills, and it might be appropriate for local authorities to nominate (for instance) senior scrutiny members rather than executive members. We would

welcome views on this point, and on the longer-term reform we have proposed more generally.

- 3.21 While this represents our preferred approach, the outcomes of reform are much more important than the details. **We would, therefore, be happy to consider other proposals for FRA governance** besides those set out (or rejected) in this chapter. Any such proposals must, though, demonstrably meet the criteria we set out in Chapters 1 and 2 of this document.

**Questions for consultation – governance and membership:**

6. Do you agree that local authorities should continue to nominate FRA members?
7. Do you think that local authorities should nominate one FRA member each, drawn from their cabinets?
8. Do you believe any changes are needed to the size and remuneration of council cabinets, if their members were also to serve on FRAs?
9. Do you agree that FRAs should also have non-executive members?
10. Who should appoint non-executive members of FRAs?
11. Do you have any views on the longer term proposal that responsibility for the service should vest in a statutory Chief Fire Officer, with FRAs fulfilling a scrutiny and oversight role? If so, would that require any change to membership arrangements?
12. Do you have any other proposals for how to reform FRA governance which meet the criteria in Chapters 1 and 2?

## CHAPTER 4

### Proposals for change (2): Funding

- 4.1 The previous chapter set out new arrangements for FRA membership and governance, grounded in local control but with independent challenge from non-executive members. This chapter describes options for funding FRAs under this new model.
- 4.2 The aims of reform here are (a) to provide proper accountability for budgets and expenditure, while (b) maintaining the level of funding needed to provide the full range of services (including non-core services such as those in support of the NHS). While mechanisms for generating accountability are widespread in the public sector, meeting the distinctive funding needs of a major emergency service calls for a more tailored approach.

### Sources of funding

- 4.3 Some of the possible future sources of FRA funding are:
- a. Contributions from local authorities, as now, but with some form of external control on, or agreement about, the level of such contributions. This would be the minimum change needed to the current arrangements, and could sustain local accountability for budgets and spending. But it would not provide sustainable funding for non-core services.
  - b. Direct grant funding from the Welsh Government. This would mean the current funding route via local authorities would end. In the context of continuing austerity, such funds could have to be ‘top-sliced’ from the local authority revenue support grant (RSG) in the first instance. This would create some form of accountability to the Welsh Government and the Assembly, and would be broadly consistent with funding for agencies in areas like health. It would eliminate the need for local authorities to pay money on to FRAs, but would do little for local accountability.
  - c. A council tax precept, i.e. an extra charge on local council tax bills determined by the FRA, to pay for fire and rescue services. This could make the cost of the service transparent to local council tax payers, if FRAs engaged with them annually and fully assessed the impact of the level that is set, balancing the needs of the Service with the burdens on hard-pressed households. Precepting would also leave the level of resourcing under FRAs’ control. However, while the money raised would no longer be paid to FRAs by local authorities, it would be up to local authorities to decide whether to reduce their element of council tax in proportion. In challenging times, a material reduction in that element may be unlikely. And aside from the Welsh Ministers’ powers to cap council tax rises, there would be no external control on the overall level of spending.
  - d. A combination of (a) or (b) and (c). This would combine the strengths of the various options, but could complicate the system and accountability for spending if it were not carefully designed. Such a combination of central government grant and council tax precept is already used to fund police services, and fire services in England.

- 4.4 Of these options, we believe funding from the Welsh Government alone would be inconsistent with the local governance model for FRAs which we have described. While there is some scope for funding in this way, in particular for non-core services, relying wholly on it would make FRA funding subject to likely severe and long-term pressure on Welsh Government budgets, possibly threatening service standards. It would also mean removing from the RSG the significant sums which are paid on to FRAs. While that money is not available to local authorities in any event, those which receive relatively little RSG funding could suffer disproportionately from any such approach. However, **this could be a fall-back option if no other course appeared feasible.**
- 4.5 A council tax precept could increase the transparency of spending decisions. Allowing FRAs to retain control of their budgets would also help sustain service levels during a time of austerity. But this would not create any external control or challenge, aside from Ministers' capping powers. In particular, FRAs would not be answerable to the electorate for their council tax decisions, unlike other directly elected bodies like local authorities and Police and Crime Commissioners. There would also be greater administrative complexity in both FRA and local authority functions of billing and collection, together with the related tax-base calculations and information flows. We would also need to ensure that this option did not affect our ability to deliver our Taking Wales Forward commitment to reform council tax to make it fairer. And powers to set precepts would need to be created in an Act of the Assembly, so this could not be a short-term option.
- 4.6 That leaves the possibility of modifying the current system of FRAs levying contributions from local authorities. This would provide greater accountability and control if **FRAs are required to agree the level of funding each year with their constituent local authorities.** Doing so would also put FRA funding more clearly in a wider context of funding other local services, and would stimulate broader debate. In the event that agreement could not be reached, **the Welsh Ministers would have a default power to arbitrate** between the positions of the FRA and its constituent authorities. In practice this power would involve Welsh Ministers setting a budget by default if it appeared that an FRA could not agree a budget which fairly reflected the specific demands of operating an effective emergency service. Such a budget would be no higher than that originally proposed by an FRA, and costs would continue to be met by constituent local authorities.
- 4.7 We believe that would make a positive and immediate difference, and it is our preferred option in the short term. We would also be interested in views on the options for the longer term, such as funding by means of a council tax precept, combined with a Welsh Government grant. The aim would be to design a system which better reflected the Service's changing role, including services in support of the NHS. It should also allow FRAs to maintain a measure of control over funding levels, thus protecting service standards from long-term pressure on public finances.
- 4.8 As with our proposals on governance and membership, though, we are not wedded to the details here. Again, **we would be happy to consider alternative proposals on funding** provided that they met the broad criteria for reform.

**Questions for consultation – funding:**

- 13. Do you agree that FRAs and local authorities should agree the level of FRA funding each year, with a reserve arbitration power for the Welsh Ministers?**
- 14. Do you have any views on whether, and if so how, the funding model should change in the longer term?**
- 15. Do you have any other proposals for how to reform FRA funding which meet the criteria in Chapters 1 and 2?**



## CHAPTER 5

### Proposals for change (3): Performance management

- 5.1 As we explained in Chapter 1, the current performance management system for FRAs is not well-suited to their circumstances; and the Local Government (Wales) Measure 2009, on which it is based, is being repealed.
- 5.2 We propose to create a new system which is simpler, more flexible and more aligned to the distinctive features of fire and rescue services. In particular, the new system will:
  - a. Have flexible deadlines, rather than requiring plans and reports on a fixed annual cycle. Many of the challenges which the Service faces call for long-term transformation, and annual reporting can easily distract from that.
  - b. Allow FRAs to draw on a wide range of evidence about the services they provide, rather than relying on fixed performance indicators. These and other conventional performance measurement techniques do not work well for many FRA services. That is especially so for prevention and safety work, where qualitative techniques such as case studies are more useful.
  - c. Align with other statutory requirements on FRAs, in particular those under the Wellbeing of Future Generations (Wales) Act 2015. The aim should be for FRAs to have to produce only one set of plans and reports to discharge all such statutory requirements.
- 5.3 The National Framework for Fire and Rescue Services is already the accepted strategic Wales-wide vision for FRAs. It should be at the heart of their performance management arrangements. However, at present, the Framework's status and the duties of FRAs under it are far from clear. FRAs must only 'have regard' to the Framework; yet if they fail to 'act in accordance' with it, they can be subject to intervention by the Welsh Ministers.
- 5.4 We therefore propose to create a new system under which:
  - a. The Framework would continue to be reviewed and reissued every 3-5 years, and would contain strategic objectives for the Service.
  - b. The current practice of developing the Framework in full collaboration with the FRAs and with firefighters' unions would also continue, as would the alignment of the Framework with the Wellbeing of Future Generations (Wales) Act 2015.
  - c. For each iteration of the Framework, FRAs would decide whether to adopt each of the objectives in it, to adopt them with local modifications, or not to adopt them at all. FRAs could also decide to include their own objectives if they wished.
  - d. Each FRA would then be required to publish a plan for the lifetime of that Framework, setting out the objectives they have adopted, and (if appropriate) reasons for not adopting others. That plan would also set out the means by which the FRA would monitor progress towards those

objectives – which might in some cases be derived from the Framework itself.

- e. Each FRA would also produce periodic progress reports. The timing of these would depend on the objectives they covered. An objective which reflected day-to-day operations would lend itself to annual (or even more frequent) reporting, whereas one relating to the long-term transformation of the Service would not.
- f. Welsh Ministers would retain their current duty to report to the National Assembly every two years on progress in delivering the Framework, and their intervention powers.

5.5 Subject to the outcome of this consultation, we will use the forthcoming Local Government Bill to confer powers on the Welsh Ministers to create a system like this.

**Questions for consultation – performance management:**

- 16. Do you agree that the performance management system for FRAs should be grounded in the National Framework for Fire and Rescue Services?**
- 17. Do you agree with the need for such a system to give FRAs flexibility on planning and reporting cycles, and on the sources of information about performance that they use?**
- 18. Do you agree that the Welsh Ministers should retain their duty to report to the Assembly about delivery of the Framework, and their powers of intervention?**

## Consultation Response Form

Your name:

Organisation (if applicable):

email / telephone number:

Your address:

**Question 1:** Do you agree the objectives for reform are appropriate and important?

**Question 2:** Are there other objectives that the reform programme should pursue?

**Question 3:** Do you agree that FRAs should remain as separate and distinct entities, with the same boundaries as now?

**Question 4:** Do you agree that transferring control of fire and rescue services to Police and Crime Commissioners or local authorities would not be appropriate?

**Question 5:** Do you agree that there are legitimate but limited national interests in the Service that need to be reflected in its governance arrangements?

**Question 6:** Do you agree that local authorities should continue to nominate FRA members?

**Question 7:** Do you agree that local authorities should nominate one FRA member each, drawn from their cabinets?

**Question 8:** Do you believe any changes are needed to the law on the size and remuneration of council cabinets, to allow their members also to serve on FRAs?

**Question 9:** Do you agree that FRAs should also have non-executive members?

**Question 10:** Who should appoint non-executive members of FRAs?

**Question 11:** Do you agree that, in the longer term, responsibility for the service should vest in a statutory Chief Fire Officer, with FRAs fulfilling a scrutiny and oversight role? If so, would that require any change to membership arrangements?

**Question 12:** Do you have any other proposals for how to reform FRA governance which meet the criteria in Chapters 1 and 2?

**Question 13:** Do you agree that FRAs and local authorities should agree the level of FRA funding each year, with a reserve arbitration power for the Welsh Ministers?

**Question 14:** Do you agree that, in the longer term, FRAs should have powers to set a council tax precept, with the balance of their funding from Welsh Government grants?

**Question 15:** Do you have any other proposals for how to reform FRA funding which meet the criteria in Chapters 1 and 2?

**Question 16:** Do you agree that the performance management system for FRAs should be grounded in the National Framework for Fire and Rescue Services?

**Question 17:** Do you agree with the need for such a system to give FRAs flexibility on planning and reporting cycles, and on the sources of information about performance that they use?

**Question 18:** Do you agree that the Welsh Ministers should retain their duty to report to the Assembly about delivery of the Framework, and their powers of intervention?

**Question 19:** We would like to know your views on the effects that the policy proposals would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.

What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?

**Question 20:** Please also explain how you believe the policy proposals could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

**Question 21:** We have asked a number of specific questions about FRA governance, finance and performance management. If you have any related issues which we have not specifically addressed, please use this space to report them:

Please enter here:

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

## **Appendix 2 Reform of Fire & Rescue Authorities in Wales**

### **Consultation Response Form**

Robert Robins, Head of Democratic Services,

On behalf of Flintshire County Council

[Robert.robins@flintshire.gov.uk](mailto:Robert.robins@flintshire.gov.uk) 01352 702320

County Hall, Mold, CH7 6NR

**Question 1:** Do you agree the objectives for reform are appropriate and important?

**Response:** No. The objectives of the reform seek to make changes where there is no evidence of need. Paragraph 1.25 is somewhat dismissive of the role and value of the 'back bench' Councillors who are appointed to the FRAs. In Flintshire's case, whilst the nominees are, as they must currently be, non-executive Members, there is a wealth of local authority leadership experience, with several having held major regulatory committee chairs.

**Question 2:** Are there other objectives that the reform programme should pursue?

**Response:** The most significant requirement is for FRAs to become precepting rather than levying bodies. The Council Tax payer should be able to see on their Council Tax bill what they are paying for the FRA and Fire and Rescue services.

**Question 3:** Do you agree that FRAs should remain as separate and distinct entities, with the same boundaries as now?

**Response:** Yes.

**Question 4:** Do you agree that transferring control of Fire and Rescue Services to Police and Crime Commissioners or local authorities would not be appropriate?

**Response:** Yes, it is agreed that it would be inappropriate to transfer control of Fire & Rescue Services to Police & Crime Commissioners, for the reasons given within the White Paper.

**Question 5:** Do you agree that there are legitimate but limited national interests in the service that need to be reflected in its governance arrangements?

**Response:** This has not been sufficiently considered within the consultation document for an informed decision to be made one way or the other.

**Question 6:** Do you agree that local authorities should continue to nominate FRA members?

**Response:** Yes.

**Question 7:** Do you agree that local authorities should nominate one FRA member each, drawn from their Cabinets?

**Response:** No. The current arrangements where local authorities nominate based on population is a fairer system than each local authority having one vote, which would not be equal across the FRA area. Under the proposal, a Flintshire vote would have less 'weight' than Anglesey which has a much lower population. This is not equitable and would be out of proportion to the financial contribution currently made by constituent authorities, which is based on their population size.

In addition, the role of a Cabinet member is already meant to be the equivalent of a full time job, as the Independent Remuneration Panel for Wales have identified during discussions with local authorities across Wales.

A reduction in membership from the current 28 to 6 Members would significantly reduce the 'Member' capacity of the NWFRA, and of the other two Welsh FRAs, which would also then have an impact on those organisations' resilience. This would not be a safe or proportionate change to make.

**Question 8:** Do you believe any changes are needed to the law on the size and remuneration of Council Cabinets to allow their members also to serve on FRAs?

**Response:** No – no evidence or argument has been put forward for this. It is certainly not the 'promising option' referred to in paragraph 3.10

**Question 9:** Do you agree that FRAs should also have non-executive members?

**Response:** No – within the White Paper, no evidence or argument has been put forward for this. We would have liked to have heard why this approach is being considered, so as to be able to understand the impetus for this. Not providing evidence suggests that this is a change being made for the sake of a change, which is not a sustainable point. The introduction of 'non-executive' directly appointed Members would effectively replicate the governance structure used for the National Parks. This might work for them. However, the current FRA structure certainly works very effectively in North Wales and has produced a stable governance structure over two decades.

**Question 10:** Who should appoint non-executive members of FRAs?

**Response:** No effective argument has been made for the appointment of non-executive members of FRAs. However, the arrangements for appointment to the National Park Authorities does offer one solution. However, that would be a retrograde step, taking a 'local' decision away from the areas served and moving it to the Welsh Government.

If it is believed that FRAs should have directly appointed non-executive members, (and so far the case has not been compellingly put) then these should be chosen by the FRAs themselves, in the same way that local authorities currently appoint lay members of their Audit and Standards Committees. We know from experience that such an approach can produce high calibre candidates who make a significant contribution. The Committees are

richer in experience and knowledge for having the lay members amongst their number. Those lay members, who are not interested in participating in local politics would probably not stand for election, or want to have a ward work load as their elected colleagues have..

**Question 11:** Do you agree that, in the longer term, responsibility for the services should vest in a statutory Chief Fire Officer, with FRAs fulfilling a scrutiny and oversight role? If so, would that require any change to membership arrangements?

**Response:** No. The status quo should prevail for FRAs, as they are already strong and accountable, with an effective level of delegation to their Chief Fire Officers. However, we do think that the Chief Fire Officer role itself should become a statutory role, similar in functions to a local authority's head of paid service. Given the relatively small size of FRAs, any other changes could become bureaucratic.

**Question 12:** Do you have any other proposals for how to reform FRA governance which meet the criteria in Chapters 1 and 2?

**Response:** Given the small size of FRAs currently, unnecessary changes to governance arrangements could become bureaucratic and more costly.

**Question 13:** Do you agree that FRAs and local authorities should agree the level of FRA funding each year, with a reserve arbitration power for the Welsh Ministers?

**Response:** No. FRAs should be precepting authorities on the same basis as the Police & Crime Commissioners. They should continue to consult on their plans, but make their own decisions which are then reflected in a clear entry on Council Tax bills. The current levy arrangement lacks transparency and is divisive.

**Question 14:** Do you agree that, in the longer term, FRAs should have powers to set a Council Tax precept, with the balance of their funding from Welsh Government grants?

**Response:** Not exactly. FRAs becoming precepting authorities should be in the shorter, rather than the longer term. They should be required to formally consult the constituent authorities and the public as part of this process. It would be the most effective way of reforming FRA governance and provide much needed clarity in their funding source.

**Question 15:** Do you have any other proposals for how to reform FRA funding which meet the criteria in Chapters 1 and 2?

**Response:** Please see the responses to Questions 13 and 14. The emphasis should be on formal consultation on spending with stakeholders: the public and the constituent authorities.

**Question 16:** Do you agree that the performance management system for FRAs should be grounded in the National Framework for Fire & Rescue services?

**Response:** This is a technical question for FRAs themselves. More detail of the performance management system should have been provided within the White Paper to enable other responders to the White Paper give an objective response.

**Question 17:** Do you agree with the need for such a system to give FRAs flexibility on planning and reporting cycles, and on the sources of information about performance that they use?

**Response:** Yes.

**Question 18:** Do you agree that the Welsh Ministers should retain their duty to report to the Assembly about delivery of the Framework, and their powers of intervention?

**Response:** Yes. This currently works.

**Question 19:** We would like to know your views on the effects the policy proposals would have on the Welsh language , specifically on opportunities for people to use Welsh and on treating the Welsh language no less favorably than English?

What effects do you think there would be? How positive effects could be increased, or negative effects be mitigated?

**Response:** This cannot be answered on the basis of information provided within the consultation document. FRAs are already required to meet Welsh Language standards.

**Question 20:** Please explain how you believe the policy proposals could be formulated so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language and on no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

**Response:** This cannot be answered on the basis of information provided within the consultation document.

**Question 21:** We have asked a number of specific questions about FRA governance, finance and performance management. If you have any related issues which we have not specifically addressed, please use this space to report them:

**Please enter here:** - None





## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 17 January 2019
<b>Report Subject</b>	Diversity and Equality Policy
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report presents the Council's revised Diversity and Equality policy for consideration prior to endorsement and publication.

Discrimination against employees, potential employees and customers who belong to a protected group is unlawful under the Equality Act 2010. There is not a requirement to produce and publish a policy, however, publishing a policy demonstrates the Council's commitment to equality and treating everyone fairly. The policy (attached as Appendix 1) demonstrates the Council's commitment to developing an inclusive workplace and high quality services which meet peoples' needs.

The overall aim of the Diversity and Equality policy in the Council's delivery of services, goods, works and facilities, provision of grants and engagement with partners is to:-

- Eliminate unlawful discrimination and harassment;
- Promote equality of opportunity; and
- Foster good relations between diverse communities.

The policy has been updated to reflect changes in Welsh language legislation and the Department of Work and Pensions' "Two Tick" scheme which has been replaced with the Disability Confident Employers scheme, which aims to improve how employers attract, recruit and retain disabled workers.

## RECOMMENDATIONS

1	To consider and review the updated Diversity and Equality Policy prior to endorsement by Cabinet.
2	To support the action being taken to improve completion rates of the equality e-learning modules.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE DIVERSITY AND EQUALITY POLICY</b>
1.01	The Council's Diversity and Equality policy was originally approved by Cabinet in 2012. It has been updated to ensure it reflects current legislation and practice.
1.02	Although there is no statutory requirement to publish an equality policy, under the Equality Act 2010, it is unlawful to discriminate against employees, potential employees and customers because of a protected characteristic. The Diversity and Equality policy demonstrates the Council's commitment to developing an inclusive workplace and high quality services which meet peoples' needs.
1.03	Since implementing the policy the Council has: <ul style="list-style-type: none"><li>• become accredited as a Disability Confident Employer;</li><li>• continue to make physical alterations to schools increasing disabled pupils' access to all aspects of the school curriculum;</li><li>• continued to ensure access to information by providing information in different languages and formats;</li><li>• published some documents in British Sign Language increasing the Deaf communities;</li><li>• increased opportunities for employees to work flexibly enabling them to manage their work life balance.</li></ul>
1.04	The revised policy sets out the Council's approach to valuing diversity, eliminating harassment and promoting equality in everything that it does. This includes how we ensure current and potential employees, customers and other organisations who do, or want to do business with the Council are treated equitably regardless of their background.
1.05	Following circulation to Human Resources (HR) and wider consultation the policy has been updated to include the following changes: <ul style="list-style-type: none"><li>• replace references to the "Two Tick Scheme, Positive about Disabled People" with "Disability Confident Employer" (the Department of Work and Pension's new version of Two Ticks);</li><li>• remove references to the Welsh Language Scheme and replace with Welsh Language Standards; and</li><li>• ensure consistency with HR policies.</li></ul>

1.06	Valuing diversity and promoting equality is integral to good practice in employment and service delivery. Responsibility for the policy is an integral part of every employee's role, wherever they work.
1.07	As with any Council corporate policy, managers and employees need to be aware and understand how to apply the policy and their responsibilities to each other and their customers and partners. Two e-learning modules are available on the Council's e-learning portal, Flintshire Academi, but to date only a small number of employees have completed them.
1.08	<p>To encourage more employees to complete the e-learning modules:</p> <ul style="list-style-type: none"> <li>• new employees will complete the modules during their induction period;</li> <li>• managers will be prompted to check that other employees have completed the modules as part of appraisals and other supervision meetings;</li> <li>• periodic workforce news promotions.</li> </ul> <p>Completion rates will be monitored and reported within the Strategic Equality Plan annual report presented to Cabinet. Periodic reports will also be monitored by the Chief Officer Team.</p>
1.09	<p>Wider monitoring of the policy both internally and externally will be undertaken through:</p> <ul style="list-style-type: none"> <li>• workforce diversity monitoring</li> <li>• reviewing complaints about discrimination and incidents of bullying and harassment in the workplace</li> <li>• reviewing customer complaints about discrimination</li> <li>• monitoring the diversity profile of customer experience.</li> </ul> <p>Monitoring aims to discern differences in satisfaction levels or complaints from different sectors of the community as well as identify any potential inequality in employment or trends relating to bullying and harassment in the workplace.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Managers to co-ordinate and prioritise team capacity to ensure all employees are able to complete the two equality e-learning modules.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The policy was circulated to HR, Trade Union, Chief Officer Team and external and internal networks and promoted on the Council website.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Compliance with the policy will support the organisation to meet the Equality Act 2010 and reduce any risk of litigation.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Diversity and Equality Policy.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Fiona Mocko, Strategic Policy Advisor  <b>Telephone:</b> 01352 702122  <b>E-mail:</b> <a href="mailto:fiona.mocko@flintshire.gov.uk">fiona.mocko@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>(1) <b>Equality Act 2010:</b> legally protects people, with protected characteristics, from discrimination.</p> <p>(2) <b>Disability Confident:</b> a Department of Work and Pensions scheme designed to help employers recruit and retain disabled people and people with health conditions for their skills and talent.</p> <p>(3) <b>Protected characteristics:</b> these are the groups protected under the Equality Act 2010. The characteristics are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation.</p> <p>(4) <b>Two Ticks scheme:</b> scheme in which employers agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.</p> <p>(5) <b>Workforce Diversity monitoring:</b> is the process to capture workforce information by protected group and analyse the data to identify actual or potential inequalities.</p>



# Diversity and Equality Policy

Policy owner for review	Strategic Policy Advisor
Date implemented	
Date of last amendment	
Version	1
Date of next review	



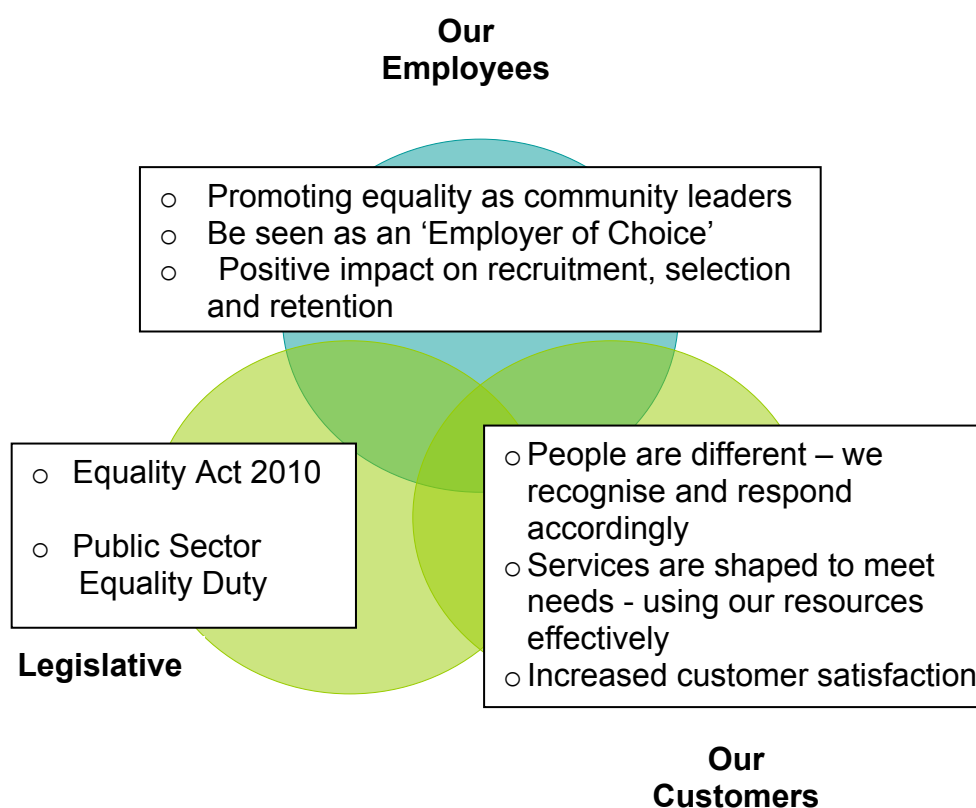
## Diversity and Equality Policy

### 1. Statement of commitment

Flintshire County Council takes seriously its duty to promote equality through all its activities; through the Council's roles as service provider and commissioner, employer and community leader. The Council is committed to creating a community for all people, who live in, work in and visit Flintshire in which difference is valued and harassment and discrimination is not tolerated.

The Chief Officer Team will lead by example, ensuring that this commitment is embedded in policies and day to day working practices with our customers, colleagues and partners.

### Why valuing diversity and promoting equality is important for the Council



Recognising and understanding the needs of communities in Flintshire will help us to become more customer focussed and provide accessible and high quality services. The Council recognises that the promotion of equality in the workplace is good management practice in which all employees are supported to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the Council.

The overall aim of the Diversity and Equality policy (the Policy) is to:-

- Eliminate unlawful discrimination, harassment and victimisation;
- Promote equality of opportunity; and
- Foster good relations between diverse communities

in the Council’s delivery of services, goods, works and facilities and provision of grants. As well as in engagement with partners and communities in the county and through our employment policies and practices.

This is underpinned by the relevant legislation, including the Equality Act 2010, EU Directives, Welsh Language Act 1993, the Human Rights Act 1998 and Welsh Language Standards.

The Policy is also linked to the following:

- The Well-being Plan for Flintshire 2017-2023
- Dignity At Work Policy
- People Strategy
- Human Resource Policies
- Customer Services Strategy
- Procurement Strategy
- Strategic Equality Plan

It also underpins all Council policies and strategies.

The Council’s Strategic Equality plan will set out the Council’s equality objectives and action plan to meet the requirements of the Equality Act 2010 and the specific public sector duties which include the aims within this policy.

**2. Scope**

The Policy applies specifically to discrimination, equality of opportunity and the promotion of good community relations in respect of the protected characteristics as identified in the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

and to other personal characteristics and identity, including, for example, caring responsibilities and Welsh speakers. Everyone who uses services, facilities and

information provided by or on behalf of the Council should be treated in line with this policy.

This policy applies to all employees (including centrally employed teachers) of Flintshire County Council (as defined by the Employment Rights Act) and is commended to School Governing Bodies and other associated employers as best practice.

The [Member Code of Conduct](#) applies to Elected Members. Section 4 of the Code of Conduct states that Members must:

- a) carry out your duties and responsibilities with due regard to the principle that there should be equality of opportunity for all people, regardless of their gender, race, disability, sexual orientation, age or religion.
- b) show respect and consideration for others.
- c) not use bullying behaviour or harass any person.

### **3. Equality in Service Delivery**

**3.1 Discrimination** – examples of the types of discrimination are provided in the glossary.

#### **3.2 Aims of policy in Service Delivery**

The long-term aim is to be a responsive authority in every aspect of our service activities; providing appropriate, accessible and effective services and facilities to meet the diverse needs of our community.

Customers and potential customers can expect the Council to: -

- treat customers and visitors with dignity and respect
- provide accessible and clear information about services in appropriate formats and languages that meet people's needs.
- provide a comprehensive, consistent and systematic service in Welsh for our Welsh speaking customers as we do in English for our English speaking customers.
- continue to make physical and other reasonable adjustments to Council premises and services so that they are accessible.
- provide services that take into account customers' age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity status, race, religion and belief, sex and sexual orientation or any other individual characteristics, such as Welsh language.
- promote and encourage people to report unlawful harassment and continue to work with partner organisations to make Flintshire a safer place to live, work and visit free from discrimination and harassment.
- hold meetings in accessible venues or make arrangements to meet access requirements.



- consider needs of those actively engaged in religious or cultural observances when planning events to avoid exclusion or disadvantage. This may include timing or dietary requirements.
- respond quickly to any complaints that we receive about our services including those of discrimination.
- provide training for employees to develop the knowledge, attitudes and behaviour, to comply with equality legislation.
- ensure that any organisation who acts/provides a service on our behalf comply with the Equality Act 2010, any other relevant equalities legislation, and the Welsh Language Standards.
- use objective criteria to award grants and to allocate services.
- monitor our services to ensure equal access and outcomes and take action to address any inequalities.
- engage and consult with local communities and stakeholders to better understand our customers' needs and shape future service delivery.

## 4. Contractors and Partners

### Contractors

Local citizens have a right to expect that the money spent by us on goods, works and services meet the diverse needs of the customers we serve. Our customers deserve a high quality of service regardless of who provides the service. If any organisation wants to do business with the Council they must comply with our standards and all the relevant equality legislation. We will not award contracts if a commitment to diversity and equality is not demonstrated. The Contract Procedure Rules commits the Council to making sure that contractors, suppliers and organisations who provide a service, goods or works on our behalf comply with equality legislation.

We expect organisations acting on our behalf to develop and deliver services, goods, works and facilities that are appropriate and accessible and to have, and implement, Diversity and Equality policies for employment and service delivery. Private or third sector organisations who are carrying out a public function on behalf of a public authority or in their own right will have to comply with the general duty of the Public Sector Equality Duties and the Welsh Language Standards.

Procurement and commissioning employees will incorporate equality considerations, where relevant, into contracts, managed premises agreements, service level agreements and monitoring agreements.

### Partnerships

Through Flintshire in Partnership the Council will encourage partners to value diversity and promote equality. The Council will:

- incorporate equality principles in terms of reference to ensure that we embed equality within strategies, plans and projects
- lead by example incorporating the principles of equality in all that we do
- work together with our partners to embed equality within our ways of working and align our strategies

## Funding and other Support

We will set out clear criteria to ensure decision making is open and transparent where we award and allocate funding or other support to external organisations.

## 5. Employment

We want the composition of our workforce to be reflective of our community and we recognise the importance of this in tackling inequality. We have an important role to play in ensuring we tackle inequalities and discrimination in the workplace and in ensuring that diversity and equality underpin our employment strategies, policies, procedures and practices.

We will ensure all our employment policies and practices comply with this policy and do not intentionally or unintentionally discriminate against any group or individual. We will promote a culture of openness, fairness and respect through all our policies and practices and ensure all employees are aware of their personal responsibility to apply this policy.

One of our aims is to be a modern employer and employer of choice, we have a range of benefits and support for employees which shows our investment in our employees such as:-

- We have policies in place to protect employees from harassment or bullying through our Dignity at Work Policy, Disciplinary Policy and Grievance Policy.
- Support mechanisms to consider making reasonable adjustments for employees to return to work after being absent or to remain in work.
- Guaranteed Interview scheme for disabled applicants who meet the essential criteria of the advertised role and Veterans provided the following criteria are met:
  - The Armed Forces were the veteran's last long-term employer.
  - No more than 3 years has elapsed since the veteran left the Armed Forces.
  - The Veteran meets the essential criteria for the advertised role.
- Fair pay and reward structure
- Many different types of flexible working including support for carers and parents.
- Continual and regular review of employment policies and practices.
- A partnership and consultative approach with recognised Trade Union colleagues.

**5.1 Types of discrimination-** examples of the types of discrimination are provided in the glossary.

## 5.2 Aims of the Policy for employment

The aims of the Policy for employment are to ensure that:

- i) no prospective employee or current employee receives less favourable treatment on any grounds that cannot be shown to be justified. This applies to all terms and conditions including recruitment and selection, training, promotion, pay, employee benefits, employee grievances and disciplinary procedures
- ii) all vacancies are accessible to all and our workforce is reflective of our community
- iii) all employees have an equal chance to contribute and to achieve their potential
- iv) the workplace is free from harassment and unwanted behaviour and everyone can give their best/be themselves
- v) all employment decisions are based on merit.

All employees have a responsibility to:

- treat other employees, customers, contractors and visitors to the Council with dignity, courtesy and respect
- be aware of the effect of their own behaviour and language has on others, use behaviour and language that does not cause offence or is discriminatory
- be sensitive to the diverse needs of colleagues, for example, religion and belief, sexual orientation and respect individual's rights to take opportunities to work more flexibly
- respect the right of colleagues not to disclose their sexual orientation.

Managers have a responsibility to:

- respect the confidentiality of all employees and ensure that all equality issues are managed with discretion and sensitivity
- give full consideration to any requests for work life balance
- abide by the commitments set out in the Disability Confident Scheme
- ensure employees receive an appraisal at least once a year
- take prompt action to address discrimination and harassment including third party harassment
- identify and challenge discriminatory practices and behaviour
- act as a role model and lead by example
- ensure job titles of posts are gender neutral
- ensure services are accessible and meet the needs of diverse groups and provide reasonable adjustments for disabled employees
- comply with the Equality Act 2010 and other relevant equality legislation through all aspects of employment including recruitment, training and development, appraisal, grievances, disciplinary, pay and benefits and abide by Human Resources policies
- support employees to develop and enable them to reach their full potentials.

All employees have a right to:

- be treated with dignity, courtesy and respect by other employees and customers
- work in an environment where inappropriate and offensive behaviour and language is not tolerated
- be treated objectively in all employment procedures
- access training and development opportunities to develop skills and knowledge to support the achievement of organisational goals
- have requests for work, life and well being (for example, religious or caring responsibilities) recognised and sensitively considered and balanced with organisational needs
- be provided with reasonable adjustments to ensure disabled employees are supported to undertake their role effectively
- be protected from victimisation and harassment including third party harassment.

## **6. Implementation**

### **Overall responsibility**

The Chief Executive has overall responsibility for the implementation of the Diversity and Equality Policy at a corporate level.

### **Elected Members**

All members have an essential role for ensuring equalities is incorporated in all Council business, promoting equality and good community relations and eliminating unlawful discrimination.

### **Chief Officer responsibility**

Chief Officers have responsibility for implementing the policy within their Portfolio by:

- integrating the Strategic Equality Plan into delivery plans
- including equality targets in the business planning process and monitoring progress
- ensuring equality impact assessments are undertaken on new and revised policies and practices.

### **Managers and Supervisors**

All managers and supervisors have responsibility for:

- putting into practice the Diversity and Equality policy
- investigating any allegations of discriminatory behaviour or practices and taking disciplinary action where appropriate
- contributing towards the Strategic Equality Plan and equality objectives
- including equality targets in the business planning process
- ensuring that employees are familiar with, and act in accordance with equality law and this policy
- ensuring that the relevant specifications to meet equality law and the Welsh Language Standards are included into contracts awarded to contractors and service providers

- ensuring services are accessible and meet the needs of diverse groups
- providing reasonable adjustments for disabled employees and customers
- undertaking equality impact assessments
- monitoring take up of services to identify over /under representation and set equality targets and actions to redress any potential or actual inequalities
- supporting employee networks.

### **Employee responsibility**

The successful implementation of the policy lies with every individual taking personal responsibility in the practical application of this policy. Every employee is individually responsible for her or his own behaviour and supporting the Council's "zero tolerance" attitude to harassment and discrimination.

## **7. Monitoring and Review**

The Policy will be reviewed periodically to ensure that it is consistent with current legislation and the Equality and Human Rights Commission's codes of practice for services, employment and public sector equality duties.

Equality Impact Assessments will be undertaken on new and revised policies and practices to ensure they meet the public sector equality duty and this policy.

We will monitor the diversity profile of customers and job applicants and employees to identify any actual or potential barriers or discrimination.

### **Positive action**

Lawful positive action, training and encouragement will be considered in areas where particular groups are under represented. Positive action may involve treating members of a group who share a particular protected characteristic more favourably than other groups, and will be lawful in certain circumstances. It is not the same as positive discrimination which is unlawful.

### **Distribution of the Policy**

The Policy will be published on the Council's website and intranet.

A summary document will be available in a range of formats and languages.

A copy of the Policy and summary will be available for all employees.

Applicants for Council posts will be made aware of the policy and it will form part of the induction programme for new recruits.

## **8. Dealing with Complaints of Discrimination**

If you experience discrimination while working with us, using our services, or living or working in our communities, we want to know. We want to ensure your experience is recorded and appropriate resolution sought. Your complaint will be taken seriously and we will take action where our policies have been breached.

## Customers

If you have experienced discrimination or harassment whilst using one of our services then you should use the Council's complaints procedure.

This is set out in the 'Flintshire Feedback Scheme' leaflet which is available from all local Council Offices, libraries and via the Councils' website or by contacting the Council by telephone 01352 752121.

If you have been harassed in the community because of a protected characteristic or have been harassed because of your linguistic background you can report these to:

### North Wales Police:

Telephone:101

### Victim Support <https://www.reporthate.victimsupport.org.uk>

Telephone: 0300 30 31 982.

E-mail: [hatecrimewales@victimsupport.org.uk](mailto:hatecrimewales@victimsupport.org.uk)

### The Anti-Social Behaviour Co-ordinator Flintshire County Council, County Hall, Mold

Telephone: 01352 702590

E-mail: [Community.Safety@flintshire.gov.uk](mailto:Community.Safety@flintshire.gov.uk)

## Job applicants

Job applicants who feel they have grounds for complaint should write to the Head of Human Resources and Organisational Development, Flintshire County Council, County Hall, Mold, CH7 6NG.

## Employees

If an employee experiences discrimination or harassment from another employee or third party, they should follow the Dignity at Work policy and report the matter to their line manager who will take appropriate action to prevent repeat incidents.

The employee may also wish to have a confidential discussion with:-

Human Resources Manager

Strategic Policy Advisor (Corporate Business and Communications Team)

A Trade Union Representative

## Breaches of the Policy

The Council will, on receiving a complaint or allegation that this policy has been breached, investigate the matter and if appropriate, take disciplinary action. It will be a condition of service that employees adhere to the Diversity and Equality Policy and failure to do so may be a cause for disciplinary measures to be taken.

## Breach of the Policy by Elected Members

Breach of the policy by Elected Members will be treated as a breach of the Code of Conduct, and be reported as a complaint to the Public Services Ombudsman for Wales.

### **Breach of the Policy by Contractors**

Any breach of the contract by a Contractor delivering a service with, or on behalf of the Council, will be addressed in accordance with the terms of that Contract.

### **Useful Resources and further information and advice**

Equality and Human Rights Commission – Services, public functions and associations Statutory Code of Practice

Equality and Human Rights Commission- Employment Statutory Code of Practice  
<http://www.equalityhumanrights.com/>

The Gender Trust  
[www.gendertrust.org.uk](http://www.gendertrust.org.uk)  
0845 231 0505

North Wales Regional Equality Network  
[www.nwren.org.uk](http://www.nwren.org.uk)  
01492 622233

Young Flintshire  
[www.youngflintshire.co.uk](http://www.youngflintshire.co.uk)

Stonewall  
[www.stonewall.org.uk](http://www.stonewall.org.uk)  
0800 502020

Disability Wales  
<http://www.disabilitywales.org/>  
029 20 88 7335

# Glossary

## **Access To Work**

An Access to Work grant is money for practical support to help disabled people do their job. The money can pay for specialist equipment and travel.

## **Disability**

The Equality Act 2010 says that a person has a disability if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal daily activities.

## **Equality impact assessment**

An equality impact assessment is a systematic method to assess implications of an organisation's decisions on people from different backgrounds. Impact assessments should take place when considering a new policy, strategy or revising an existing policy or reviewing a function, service or procedure.

## **Equality Act 2010**

The Equality Act 2010 outlaws unfair treatment of people because of protected characteristics they have. The Act applies to the workplace, when providing goods, facilities and services, when exercising public functions, in the disposal and management of premises, in education and by associations (such as private clubs).

## **Equality Act 2010: Public sector equality duty**

The Public Sector Equality Duty of the Equality Act, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. There are two parts, the general duty and the specific duty.

### **General Duty**

This requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

### **Specific Duties Wales**

Public authorities in Wales have to comply with a set of Specific Duties which are designed to assist them in meeting the General Duty. This includes developing and publishing equality objectives.

## **Equality Targets**

Equality targets are designed to improve outcomes for all people. Every person falls into one or more protected characteristic; they are important as they help ensure



- progress is being made in relation to promoting diversity and equality
- services reflect the communities they serve
- improvements are being made for customers
- people who use our services experience equal outcomes
- the inequalities experienced by some groups of people are reduced
- resources are being targeted

Targets are identified through equality monitoring and analysis of equality data.

### **Example**

A local authority Foster Care service had established a system to identify and record the ethnicity of children in care and existing / prospective foster carers. The service **analysed data** on a regular basis, and it became evident that that there was an:

- Over representation of Black Caribbean and White Irish children in foster care
- Under representation of Black Caribbean and White Irish foster carers

### **An equality target was set to:**

Increase the number of Black Caribbean and White Irish Foster carers by 5 percentage points from the current figure of 6% by 2015

Financial aid such as grants, in-kind support and commissioning arrangements.

## **Monitoring**

Equality monitoring is the process to collect, store and analyse data about people's backgrounds, examples of characteristics to monitor include ethnicity, gender, age, religion, disability. Monitoring can be used to:

- highlight potential or actual inequalities;
- investigate their underlying causes ; and
- remove any unfairness or disadvantage.

### **Protected Characteristics:**

These are the grounds upon which discrimination is unlawful. The characteristics are:

**Age:-** referring to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

**Disability:-** a person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender reassignment:-** The process of changing or transitioning from one gender to another. **Transsexual person** Refers to a person who has the

protected characteristic of gender reassignment. This may be a woman who has transitioned or is transitioning to be a man, or a man who has transitioned or is transitioning to be a woman. The law does not require a person to undergo a medical procedure to be recognised as a transsexual

**Marriage and civil partnership:-** The Act protects employees who are married or in a civil partnership against discrimination. Single people are not protected.

**Pregnancy and maternity:-** A woman is protected against discrimination on the grounds of pregnancy and maternity. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. Also, it is unlawful to discriminate against women breastfeeding in a public place.

**Race:-** This includes colour, ethnic / national origin or nationality,

**Religion or belief:-** Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Sex :-** male or female; and

**Sexual orientation:-** Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

### **Provision, criterion or practice**

This includes any formal or informal policies, rules, practices, arrangements, criteria, conditions, prerequisites, qualifications or provisions. A provision, criterion or practice may also include decisions to do something in the future such as a policy or criterion that has not yet been applied, as well as a 'one-off' or discretionary decision.

### **Reasonable adjustments**

Where a disabled person is at a substantial disadvantage in comparison with people who are not disabled, there is a duty to take reasonable steps to remove that disadvantage by (i) changing provisions, criteria or practices e.g. providing flexible working, removing core time , (ii) altering, removing or providing a reasonable alternative means of avoiding physical features e.g. offering home visits, making physical alterations to the workplace/ customer contact points and (iii) providing auxiliary aids e.g. a specialist piece of equipment e.g. specialist telephone IT equipment or support worker.

### **Welsh Language Standards**

These specify how organisations are expected to treat and use the Welsh language. Standards are intended to provide more clarity as to the Welsh language services people should expect to receive, as well as consistent service provision

# Types of Discrimination

**Direct Discrimination** – Direct discrimination occurs when a person treats another less favourably than they treat or would treat others because of a protected characteristic.

**Example:** An employer believes that someone's memory deteriorates with age. He assumes – wrongly – that a 60-year-old manager in his team can no longer be relied on to undertake her role competently. An opportunity for promotion arises, which he does not mention to the manager. The employer's conduct is influenced by a stereotyped view of the competence of 60 year olds. This is likely to amount to less favourable treatment because of age.

**Example:** A Gypsy couple are refused service in a pub that displays on its door a 'No Gypsies or Travellers' sign. It is obvious from the notice on the door and the treatment the Gypsy couple receive that their less favourable treatment is because of race.

**Example:** A club that organises salsa evenings deletes a woman from their list as soon as they learn that she is pregnant, on the assumption that during her pregnancy she will not want to come to salsa evenings. This decision resulting in unfavourable treatment based on a stereotype is likely to be pregnancy discrimination.

**Example:** An employer offers 'death in service' benefits to the spouses and civil partners of their staff members. A worker who lives with her partner, but is not married to him, wants to nominate him for death in service benefits. She is told she cannot do this as she is not married. Because being a cohabitee is not a protected characteristic, she would be unable to make a claim for discrimination.

**Indirect Discrimination** – Indirect discrimination may occur when an employer or service provider applies an apparently neutral provision, criterion or practice which puts persons sharing a protected characteristic at a particular disadvantage.

**Example:** An employer has a 'no headwear' policy for its staff. Unless this policy can be objectively justified, this will be indirect discrimination against Sikh men who wear the turban, Muslim women who wear a headscarf and observant Jewish men who

wear a skullcap as manifestations of their religion.

**Example:** When a local council holds its consultation meetings on a weekday evening, it discovers that fewer women than men attend. A woman complains that this is because some women, including herself, cannot come because of childcare responsibilities. This is enough to demonstrate disadvantage and she does not have to show that the absence of women is attributable in particular cases to childcare responsibilities.

**Discrimination by association**-it is discrimination if an employer/service provider treats a person less favourably because of their association with another person who has a protected characteristic.

**Example:** A lone father caring for a disabled son has to take time off work whenever his son is sick or has medical appointments. The employer appears to resent the fact that the worker needs to care for his son and eventually dismisses him. The dismissal may amount to direct disability discrimination against the worker by association with his son.

**Example:** A boy wishes to join his local football club, but he is rejected because his parents are a lesbian couple. This is direct discrimination by association because of sexual orientation because of the boy's association with his parents.

**Discrimination by perception**– it is discrimination if an employer/ service provider treats a person less favourably because they mistakenly thinks that the employee/service user has a protected characteristic.

However, this does not apply to pregnancy and maternity or marriage and civil partnership.

**Example:** An employer rejects a job application form from a white woman whom he wrongly thinks is black, because the applicant has an African-sounding name. This would constitute direct race discrimination based on the employer's mistaken perception

**Example:** A woman with a medical condition that makes her appear 'masculine' is wrongly perceived to be undergoing gender reassignment and refused entry to a women-only sauna session at her local leisure centre. This is likely to be less favourable treatment because of gender reassignment.

**Harassment** – This type of harassment occurs when an employer/ service provider engages in unwanted conduct which is related to a relevant protected characteristic and which has the purpose or the effect of:

- violating the service user's dignity; or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for the service user.

**Example:** A worker is subjected to homophobic banter and name calling, even though his colleagues know he is not gay. Because the form of the abuse relates to sexual orientation, this could amount to harassment related to sexual orientation.

**Example:** A publican continually refers to a transsexual woman as 'Sir' and 'he' when serving him in a pub, despite her objections. It is likely that the woman would succeed in a harassment claim if she were able to persuade the court that the conduct had the purpose or effect of violating her dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for her.

**Third Party harassment**-employers may be liable for harassment by a third party, such as a customer or client. Employers have a duty to prevent third party harassment; where the employee has been harassed on two different occasions, the employer must take reasonable steps to prevent harassment by a third party happening again.

**Example:** A Ghanaian shop assistant is upset because a customer has come into the shop on Monday and Tuesday and on each occasion has made racist comments to him. On each occasion the shop assistant complained to his manager about the remarks. If his manager does nothing to stop it happening again, the employer would be liable for any further racial harassment perpetrated against that shop assistant by any customer.

**Discrimination arising from a Disability** The Equality Act (2010) says that treatment of a disabled person amounts to discrimination where:

- a service provider treats the disabled person unfavourably;
- this treatment is because of something arising in consequence of the disabled person's disability; and
- the service provider cannot show that this treatment is a proportionate means of achieving a legitimate aim,

unless the employer/service provider does not know, and could not reasonably be expected to know, that the person has the disability.

**Example:** An employer dismisses a worker because she has had three months' sick leave. The employer is aware that the worker has multiple sclerosis and most of her sick leave is disability-related. The employer's decision to dismiss is not because of

the worker's disability itself. However, the worker has been treated unfavourably because of something arising in consequence of her disability (namely, the need to take a period of disability-related sick leave).

**Example:** A mother seeks admission to a privately run nursery for her son who has Hirschsprung's disease, which means that he does not have full bowel control. The nursery says that they cannot admit her son because he is not toilet trained and all the children at the nursery are. The refusal to admit the boy is not because of his disability itself; but he is being treated unfavourably because of something arising in consequence of his disability.

In addition, The Equality Act 2010 introduces a **Duty to make reasonable adjustments**, this requires:-

- service providers to take positive steps to ensure disabled people can access services. It involves service providers anticipating the needs of potential customers for reasonable adjustments.
- employers to take positive steps to ensure disabled people can access and progress in employment. It means taking additional steps to which non-disabled employees and applicants are not entitled.

A disabled person is discriminated against when an employer/ service provider fails to make reasonable adjustments. What is considered "reasonable" may vary.

**Example:** An adviser with a visual impairment is sometimes required to make home visits to clients. The employer employs a support worker to assist her on these visits.

**Example:** An ombudsman has a policy that all complaints must be made in writing. This policy places some disabled people - for example, those with learning disabilities or visual impairments - at a substantial disadvantage in making a complaint. The ombudsman amends the policy to permit disabled people and others who cannot use a written complaints procedure to make their complaint over the telephone. This is likely to be a reasonable step to take.

**Victimisation** – treating people less favourably because of action they have taken under or in connection with the equality law.

**Example:** An employer threatens to dismiss a staff member because he thinks she intends to support a colleague's sexual harassment claim. This threat could amount to victimisation, even though the employer has not actually taken any action to dismiss the staff member and may not really intend to do so.

**Example:** A. complains to the staff at a children's centre that her daughter's physical and social needs are not being properly met. As the centre is provided by the local authority children's services department, the mother also complains to her councillor and to the Director of Children's Services. The centre's staff invite her to a meeting, after which the care of her daughter improves. The following summer she applies to go on a trip to the seaside for parents with their disabled children organised by the department but is turned down. She believes that she has been victimised because of her complaint about the care of her daughter. Although she did not refer explicitly to the Act when she complained, she asserted that her daughter had been treated less favourably because of a protected characteristic. That is sufficient for her complaint to be a protected act.

**Sources:**

Equality and Human Rights Commission – Services, public functions and associations Statutory Code of Practice

Equality and Human Rights Commission- Employment Statutory Code of Practice

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday 17 January 2019
<b>Report Subject</b>	Annual Review of Appraisals
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Committee with detailed completion levels of appraisals completed by service in addition to portfolio.

### RECOMMENDATIONS

1	That the Committee notes the progress made against the target set for completion of appraisals for portfolios and the Council as a whole.
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### REPORT DETAILS

<b>1.00</b>	<b>Performance Appraisal Report and Progress Update</b>
1.01	The purpose of this report is to provide members with a detailed analysis of completion levels of appraisals across all portfolios.
1.02	This indicator is important because it provides reassurance that eligible employees are receiving appraisals in line with corporate policy.
1.03	Regular, meaningful appraisals help us to drive up performance levels across the organisation, and encourage all employees to be their best. Our aim is to ensure that everyone has a quality appraisal that includes a

	conversation about performance, development and aspirations.
1.04	We have worked hard as a Council over recent years, to stress the importance of appraisals and make sure all employees have the opportunity.
1.05	Performance appraisals, sometimes called performance reviews, are one of a number of performance management tools in use that aim to ensure employees' performance contributes to business objectives, and is used as part of a holistic approach to managing performance.
1.06	Conversations on performance are an integral part of regular 1-2-1 meetings in addition to quality day to day supervision and team meetings which provides opportunities for both parties to provide/receive informal progress updates and request additional support, if required. Managers are encouraged to adopt a coaching style in order to improve performance management and this is supported by a variety of learning and development tools and opportunities.
	<b>Policy and Practice</b>
1.07	All officers with line management responsibility are responsible for completing their individual employee appraisals in accordance with the Councils guiding principles which are designed to identify best practice in conducting appraisals. Preparation time must be given prior to the appraisal. Ratings against competencies should be agreed between the manager and employee.
1.08	The emphasis within the appraisal must be on improving performance. Clear actions to address under performance must be given, where there is exceptional performance this should be reflected in comments within the 9 box grid relating to talent management.
1.09	Managers are responsible for recording on iTrent, the date appraisals take place, the performance rating awarded and the date of any follow-up/review meeting.
1.10	Between 2014 and 2018, the percentage of employees' who have had a performance appraisal increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. The specific detail by portfolio is detailed in Appendix A.
1.11	All outstanding appraisals are required to be scheduled for completion by the end of March 2019.
	<b>Emerging Trends</b>
1.12	The analysis suggests the recording and management of performance is an area that requires further focus and as such it remains a key part of the People Strategy Action plan for 2019/20. This report shows a mixed picture with services employing larger proportions of employees who work remotely

	with varying hours of work experiencing lower completion rates, however, the levels have increased considerably since the last full report to committee in January 2018.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	No new implications as the report captures existing arrangements only.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None, as the report captures existing arrangements only.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None arising directly from this report which captures existing arrangements only.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Detailed appraisal outcomes at service level in addition to portfolio.

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.

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**Appraisal reporting - January 2019**

	Chief Executives	Community and Enterprise	Education and Youth	Governance	Org Change 1	Org Change 2	People & Resources	Planning & Env	Social Services	Streetscene and Transportation	FCC
<b>Headcount (iTrent)</b>	<b>42</b>	<b>396</b>	<b>235</b>	<b>119</b>	<b>9</b>	<b>40</b>	<b>168</b>	<b>162</b>	<b>970</b>	<b>543</b>	<b>2,684</b>
Recognised Exemptions:											
New starter (less than 6 months)	5	12	9	7	0	4	4	7	53	42	143
Long Term Sickness Absence	0	5	2	0	0	0	0	0	12	2	21
Long Term Other Absence	0	1	3	0	0	0	2	1	8	0	15
Fixed Term Contract > 1 year	0	2	6	0	0	0	1	1	9	1	20
Other (Working Notice, etc)	0	0	0	0	0	0	2	1	0	0	3
<b>No of Eligible Employees</b>	<b>37</b>	<b>376</b>	<b>215</b>	<b>112</b>	<b>9</b>	<b>36</b>	<b>159</b>	<b>152</b>	<b>888</b>	<b>498</b>	<b>2,485</b>
No of appraisals completed	35	332	197	111	8	33	149	120	677	468	2,130
Scheduled	2	0	14	1	1	0	10	32	69	0	129
<b>% completed and scheduled</b>	<b>100%</b>	<b>88%</b>	<b>98%</b>	<b>100%</b>	<b>100%</b>	<b>92%</b>	<b>100%</b>	<b>100%</b>	<b>84%</b>	<b>94%</b>	<b>91%</b>

<b>Appraisal reporting - January 2019</b>							
<b>Chief Executives</b>	Civil Contingencies	Corporate Business and Communications	Executive Office	Policy and Performance	<b>Total</b>		
<b>Headcount (iTrent)</b>	<b>11</b>	<b>10</b>	<b>18</b>	<b>3</b>	<b>42</b>		
Recognised Exemptions:							
New starter (less than 6 months)	1	2	2	0	5		
Long Term Sickness Absence	0	0	0	0	0		
Long Term Other Absence	0	0	0	0	0		
Fixed Term Contract > 1 year	0	0	0	0	0		
Other (Working Notice, etc)	0	0	0	0	0		
<b>No of Eligible Employees</b>	<b>10</b>	<b>8</b>	<b>16</b>	<b>3</b>	<b>37</b>		
No of appraisals completed	10	7	15	3	35		
Scheduled	0	1	1	0	2		
<b>% completed</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		
<b>Community and Enterprise</b>	Customer Services	Enterprise and Regeneration	Housing Services	Revenues and Benefits	<b>Total</b>		
<b>Headcount (iTrent)</b>	<b>37</b>	<b>32</b>	<b>256</b>	<b>71</b>	<b>396</b>		
Recognised Exemptions:							
New starter (less than 6 months)	1	2	5	4	12		
Long Term Sickness Absence	0	1	4	0	5		
Long Term Other Absence	0	1	0	0	1		
Fixed Term Contract > 1 year	0	1	0	1	2		
Other (Working Notice, etc)	0	0	0	0	0		
<b>No of Eligible Employees</b>	<b>36</b>	<b>27</b>	<b>247</b>	<b>66</b>	<b>376</b>		
No of appraisals completed	35	16	221	60	332		
Scheduled	0	0	0	0	0		
<b>% completed</b>	<b>97%</b>	<b>59%</b>	<b>89%</b>	<b>91%</b>	<b>88%</b>		
<b>Education and Youth</b>	Business Change and Support	Inclusion and Progression	Integrated Youth Provision	School Improvement	School Planning and Provision	School Services	<b>Total</b>
<b>Headcount (iTrent)</b>	<b>8</b>	<b>116</b>	<b>85</b>	<b>16</b>	<b>8</b>	<b>2</b>	<b>235</b>
Recognised Exemptions:							
New starter (less than 6 months)	0	1	6	2	0	0	9
Long Term Sickness Absence	0	1	1	0	0	0	2
Long Term Other Absence	0	1	2	0	0	0	3
Fixed Term Contract > 1 year	0	4	2	0	0	0	6
Other (Working Notice, etc)	0	0	0	0	0	0	0
<b>No of Eligible Employees</b>	<b>8</b>	<b>109</b>	<b>74</b>	<b>14</b>	<b>8</b>	<b>2</b>	<b>215</b>

No of appraisals completed	8	106	60	13	8	2	197
Scheduled	0	1	12	1	0	0	14
<b>% completed</b>	<b>100%</b>	<b>98%</b>	<b>97%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>98%</b>
<b>Governance</b>	Democratic Services	Internal Audit	IT Business Solutions	IT Service Delivery	IT Support Services	Legal Services	<b>Total</b>
<b>Headcount (iTrent)</b>	<b>13</b>	<b>11</b>	<b>30</b>	<b>28</b>	<b>18</b>	<b>19</b>	<b>119</b>
Recognised Exemptions:							
New starter (less than 6 months)	1	1	1	1	2	1	7
Long Term Sickness Absence	0	0	0	0	0	0	0
Long Term Other Absence	0	0	0	0	0	0	0
Fixed Term Contract > 1 year	0	0	0	0	0	0	0
Other (Working Notice, etc)	0	0	0	0	0	0	0
<b>No of Eligible Employees</b>	<b>12</b>	<b>10</b>	<b>29</b>	<b>27</b>	<b>16</b>	<b>18</b>	<b>112</b>
No of appraisals completed	11	10	29	27	16	18	111
Scheduled	1	0	0	0	0	0	1
<b>% completed</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Org Change 1</b>	Archives	<b>Total</b>					
<b>Headcount (iTrent)</b>	<b>9</b>	<b>9</b>					
Recognised Exemptions:							
New starter (less than 6 months)	0	0					
Long Term Sickness Absence	0	0					
Long Term Other Absence	0	0					
Fixed Term Contract > 1 year	0	0					
Other (Working Notice, etc)	0	0					
<b>No of Eligible Employees</b>	<b>9</b>	<b>9</b>					
No of appraisals completed	8	8					
Scheduled	1	1					
<b>% completed</b>	<b>100%</b>	<b>100%</b>					
<b>Org Change 2</b>	Property and Design Consultancy	Security	Valuation and Estates	<b>Total</b>			
<b>Headcount (iTrent)</b>	<b>18</b>	<b>7</b>	<b>15</b>	<b>40</b>			
Recognised Exemptions:							
New starter (less than 6 months)	0	0	4	4			
Long Term Sickness Absence	0	0	0	0			
Long Term Other Absence	0	0	0	0			
Fixed Term Contract > 1 year	0	0	0	0			

Other (Working Notice, etc)	0	0	0	0		
<b>No of Eligible Employees</b>	<b>18</b>	<b>7</b>	<b>11</b>	<b>36</b>		
No of appraisals completed	17	7	9	33		
Scheduled	0	0	0	0		
<b>% completed</b>	<b>94%</b>	<b>100%</b>	<b>82%</b>	<b>92%</b>		
<b>People and Resources</b>	Clwyd Pension Fund	Corporate Finance	HR and Organisational Development	<b>Total</b>		
<b>Headcount (iTrent)</b>	<b>39</b>	<b>74</b>	<b>55</b>	<b>168</b>		
Recognised Exemptions:						
New starter (less than 6 months)	3	0	1	4		
Long Term Sickness Absence	0	0	0	0		
Long Term Other Absence	0	1	1	2		
Fixed Term Contract > 1 year	0	1	0	1		
Other (Working Notice, etc)	0	2	0	2		
<b>No of Eligible Employees</b>	<b>36</b>	<b>70</b>	<b>53</b>	<b>159</b>		
No of appraisals completed	36	64	49	149		
Scheduled	0	6	4	10		
<b>% completed</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		
<b>Planning and Environment</b>	Consultancy and Energy Services	Greenfield Valley Heritage Park	Management Support and Performance	Planning Services	Public Protection	<b>Total</b>
<b>Headcount (iTrent)</b>	<b>8</b>	<b>2</b>	<b>13</b>	<b>66</b>	<b>73</b>	<b>162</b>
Recognised Exemptions:						
New starter (less than 6 months)	0	0	3	1	3	7
Long Term Sickness Absence	0	0	0	0	1	1
Long Term Other Absence	0	0	0	0	0	0
Fixed Term Contract > 1 year	0	0	0	0	1	1
Other (Working Notice, etc)	1	0	0	0	0	1
<b>No of Eligible Employees</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>65</b>	<b>68</b>	<b>152</b>
No of appraisals completed	2	2	10	51	55	120
Scheduled	5	0	0	14	13	32
<b>% completed</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Social Services</b>	Development and Resources	Integrated Services	Safeguarding Services	<b>Total</b>		
<b>Headcount (iTrent)</b>	<b>99</b>	<b>741</b>	<b>130</b>	<b>970</b>		
Recognised Exemptions:						
New starter (less than 6 months)	0	48	5	53		
Long Term Sickness Absence	0	10	2	12		



Long Term Other Absence	0	5	3	8		
Fixed Term Contract > 1 year	0	6	3	9		
Other (Working Notice, etc)	0	0	0	0		
<b>No of Eligible Employees</b>	<b>99</b>	<b>672</b>	<b>117</b>	<b>888</b>		
No of appraisals completed	79	506	92	677		
Scheduled	9	52	8	69		
<b>% completed</b>	<b>89%</b>	<b>83%</b>	<b>85%</b>	<b>84%</b>		
<b>Streetscene and Transportation</b>	Ancillary and Waste	Highways Network	Streetscene Services	Traffic and Road Safety	Transportation and Logistics	<b>Total</b>
<b>Headcount (iTrent)</b>	<b>41</b>	<b>22</b>	<b>315</b>	<b>21</b>	<b>144</b>	543
Recognised Exemptions:						
New starter (less than 6 months)	3	0	36	2	1	42
Long Term Sickness Absence	0	0	2	0	0	2
Long Term Other Absence	0	0	0	0	0	0
Fixed Term Contract > 1 year	0	0	0	0	1	1
Other (Working Notice, etc)	0	0	0	0	0	0
<b>No of Eligible Employees</b>	<b>38</b>	<b>22</b>	<b>277</b>	<b>19</b>	<b>142</b>	<b>498</b>
No of appraisals completed	34	21	265	19	129	468
Scheduled	0	0	0	0	0	0
<b>% completed</b>	<b>89%</b>	<b>95%</b>	<b>96%</b>	<b>100%</b>	<b>91%</b>	<b>94%</b>

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 January 2019
<b>Report Subject</b>	Financial and Business Planning cycle
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

A previous meeting of this committee requested an illustration of the planning cycle for financial, business and performance planning. This is presented in a diagrammatic model and also described in a presentation to aid understanding.

In addition a request was also made to provide the range of performance information across the services which is available for performance monitoring and reporting. This information has been collated and is provided as an initial demonstration of service data which can be used for regional and national benchmarking, management information and trend reporting. Some data sets continue to be under development, or very new; others have work undertaken each year to refine and improve them.

Corporate Resources Overview and Scrutiny Committee have the overview of resource planning within their remit and can advise how this information can be most effectively shared used by members for organisational planning and monitoring.

### RECOMMENDATIONS

1.	To receive and comment upon the financial and business planning cycle.
2.	To advise on how the Council might best use the performance information for organisational planning and monitoring.

## REPORT DETAILS

1.00	REPORT DETAIL
1.01	<p><b>Financial and Business Planning cycle</b></p> <p>The main parts of the finance and business planning cycle are medium term and annual financial planning, the Council Plan and supporting business strategies and plans, and external partnership strategic planning.</p> <p>Within each there are a number of outputs, some of which are statutory such as 'setting the budget', publication of the Improvement / Council Plan, the Annual Governance Statement, and the Well-being Plan. These have set dates and are supported by processes which involve planning, forecasting and reviewing.</p>
1.02	<p>The annual cycle of these processes and their final output are described across the calendar year as attached at Appendix 1.</p> <p>A presentation will be provided to assist with the understanding of this complex cycle.</p>
1.03	<p><b>Key Performance Information</b></p> <p>In recent years, Members have been presented with data from the measures agreed as part of the Council Plan as well as service portfolio specific data.</p> <p>The collation of relevant data about service performance to share with this Committee has been a useful exercise. It has included deriving information from both our directly provided services and those we provide through alternative models such as Aura Sports and Leisure, or in partnership, such as Theatr Clwyd.</p>
1.04	<p>There is a rich source of performance information, be it for trend, benchmarking or management information purposes.</p> <p>The range of performance data and information has been collated from various sources, including national datasets (Welsh Government and the Welsh Local Government Association), benchmarking datasets (such as those from APSE – Association of Public Service Excellence) as well as additional locally developed datasets (such as Finance performance indicators).</p> <p>Some service areas have well developed data sets such as Social Services, Education, Highways, Sports and Leisure and Housing services. Others, less so, such as the corporate services. This has arisen from historical policy decisions such as Compulsive Competitive Tendering in the 1990's and Best Value in early 2000, when performance data was included in specifications and contracts.</p>

	<p>National datasets include the Public Accountability Measures (PAMs) which are reviewed and developed by the local government family, facilitated by the WLGA and Data Cymru.</p> <p>There are few datasets which remain consistent for long periods of time as they are influenced by both national and local policy changes. For example previous well-developed datasets for both Social Services and Education have (and are) being reviewed nationally to reflect significant policy changes (such as the Social Services and Well-being Act).</p> <p>Other datasets such as the PAMs are reviewed each year for improvement and development.</p> <p>The most recent developing service area dataset is in corporate services, where Flintshire is one of the founder pilot authorities involved in developing a range of information with the professional support and experience of APSE.</p>
1.05	The sets of information provided in Appendix 2 are our initial collation of where relevant data sets and performance indicators are derived. As has been explained, these sets can vary over time nationally and changes can take place on an annual basis.
1.06	Members are asked to consider the information presented and provide direction as to what the next steps might be.

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

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Information has been sought from national and local bodies to build up the information sets.</p> <p>Chief Officers have supported and collated relevant information.</p>

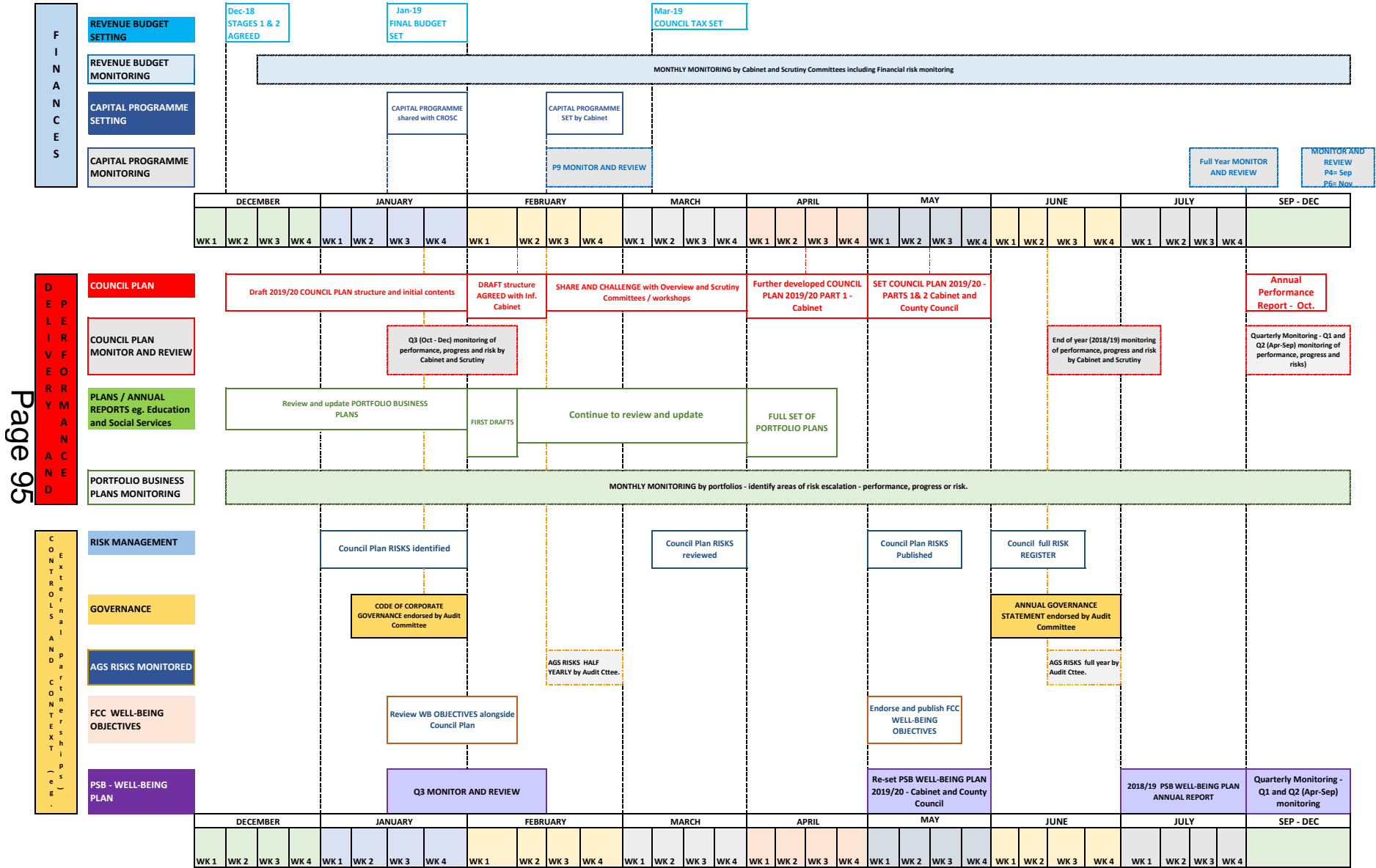
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As an information provider, the Council is rich in information sources. The risk is that too much information can lead to confusion and distraction. The action that needs to be taken is to ensure that all information is relevant and valued; i.e. 'that we measure what we value' and not 'value what we measure'.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Financial and Business Planning cycle Appendix 2: Key Performance Indicators

<b>6.00</b>	<b>List of Accessible Background Documents and Contact Officer</b>
6.01	<p>WLGA PAMs Guidance:  <a href="http://www.dataunitwales.gov.uk/SharedFiles/Download.aspx?pageid=30&amp;mid=64&amp;fileid=240">http://www.dataunitwales.gov.uk/SharedFiles/Download.aspx?pageid=30&amp;mid=64&amp;fileid=240</a></p> <p>APSE Performance Networks:  <a href="http://www.apse.org.uk/apse/index.cfm/performance-networks/#">http://www.apse.org.uk/apse/index.cfm/performance-networks/#</a></p> <p><b>Contact Officer:</b> Karen Armstrong  <b>Telephone:</b> 01352 702740  <b>Email:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
	<p><b>Council Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.</p> <p><b>APSE:</b> The Association for Public Service Excellence (APSE) is a networking community that assists local authorities who are striving to improve their frontline services.</p> <p>APSE works with more than 250 local authorities across the UK to advise and share information and expertise on a broad range of frontline public services. These councils are supported by a team of experts, who draw upon a wealth of knowledge in areas such as policy and practice, as well as in vital frontline service areas.</p> <p>APSE has also developed the innovative Performance Networks service, which is the largest national voluntary local government benchmarking service.</p>

BUSINESS AND FINANCIAL PLANNING CYCLE



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Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference	
Streetscene and Transportation	Highways	The average number of calendar days taken to repair street lamp failures during the year	PAM Council Plan	THS/009	
	Waste	The percentage of reported fly tipping incidents cleared within 5 days	PAM Council Plan	STS/006	
	Waste	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Local	WMT/009(b)	
	Highways	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	Local	THS/012	
	Highways	Percentage of A roads in overall poor condition	Council Plan	PAM/020	
	Highways	Percentage of B roads in overall poor condition	Council Plan	PAM/021	
	Highways	Percentage of C roads in overall poor condition	Council Plan	PAM/022	
Page 97	Highways	The percentage of highways inspected of a high or acceptable standard of cleanliness	PAM Council Plan	STS/005b	
	Streetscene	Achievement of the Streetscene standards	Local		
	Fleet	Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	Council Plan	IP4.1.3.1M01	
	Streetscene	Number of street furniture and street light units replaced with LED lighting.	Council Plan	IP4.1.3.2M02	
	Waste	Percentage of waste reused, recycled or composted	PAM Council Plan	IP4.1.4.1M01 PAM/030	
	Waste	Average recycling rate across all HRC sites	Council Plan	IP4.1.4.2M02	
	Highways	Percentage of post completion inspections of utility work undertaken to ensure reinstatements meet the required standards	Council Plan	IP4.2.2.4M04	
			<a href="http://www.apse.org.uk/apse/assets/File/Roads%20PI%20List%2016-17.pdf">http://www.apse.org.uk/apse/assets/File/Roads%20PI%20List%2016-17.pdf</a>	APSE	
			<a href="http://www.apse.org.uk/apse/assets/File/Street%20Cleansing%20PI%20List%202016-17.pdf">http://www.apse.org.uk/apse/assets/File/Street%20Cleansing%20PI%20List%202016-17.pdf</a>	APSE	
			<a href="http://www.apse.org.uk/apse/assets/File/Street%20lighting%20PI%20List%2016-17.pdf">http://www.apse.org.uk/apse/assets/File/Street%20lighting%20PI%20List%2016-17.pdf</a>	APSE	
		<a href="http://www.apse.org.uk/apse/assets/File/Transport%20PI%20List%202016-17.pdf">http://www.apse.org.uk/apse/assets/File/Transport%20PI%20List%202016-17.pdf</a>	APSE		
Cem & Crems	Percentage of bodies cremated the same day as service	APSE	PI 01c		
Cem & Crems	Percentage of bodies held over for cremation on a following day	APSE	PI 01d		
Cem & Crems	Human resources and people management	APSE	PI 02		
Cem & Crems	Quality assurance and consultation process score	APSE	PI 03		

	Cem & Crems	Hectares of cemetery land maintained per 10,000 head of population	APSE	PI 18
	Cem & Crems	Hectares of crematoria land maintained per 100 cremations	APSE	PI 19
	Cem & Crems	Percentage of memorials inspected per year	APSE	PI 23a
	Cem & Crems	Percentage of memorials requiring inspection per year	APSE	PI 23b
	Cem & Crems	Percentage of memorials inspected during the year which required remedial work	APSE	PI 23c
	Cem & Crems	Percentage of memorials which required remedial work which were subsequently made safe	APSE	PI 23d
	Cem & Crems	Number of burials per FTE (all staff)	APSE	PI 31a
	Cem & Crems	Number of cremations per FTE (all staff)	APSE	PI 31b

NOTE: The APSE Benchmarking indicators are completed depending upon resources and capacity available

Portfolio	Service	Indicator	Type	Reference
Planning, Environment and Economy				
	Community and Business Protection	The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	Council Plan	IP1.2.1.1M01
	Community and Business Protection	The percentage of tenants protected from unsuitable living conditions	Council Plan	IP1.2.1.2M02
	Development Management	Number of affordable housing on all applicable applications for residential development	Council Plan	IP1.2.2.3M03
	Development Management	Percentage of all planning applications determined in time	PAM	PAM/018
	Development Management	Percentage of planning appeals dismissed	PAM	PAM/019
	Economy and Regeneration	Number of people completing programmes commissioned by the Council which deliver job and training outcomes	Council Plan	IP1.3.3.1M01
	Economy and Regeneration	The number of people receiving advice and support to enable reductions in tariff	Council Plan	IP1.3.4.1M01
Page 99	Economy and Regeneration	The number of private sector homes receiving efficiency measures	Council Plan	IP1.3.4.2M02
	Economy and Regeneration	The number of Council homes receiving energy efficiency measures	Council Plan	IP1.3.4.3M03
	Community and Business Protection	Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	Council Plan	IP1.6.2.1M01
	Community and Business Protection	The number of reported incidents of Domestic Abuse and Sexual Violence	Council Plan	IP1.6.2.2M02
	Community and Business Protection	The number of domestic abuse incidents reported to North Wales Police	Council Plan	IP1.6.2.3M03
	Community and Business Protection	The number of incidents of sexual assaults reported to North Wales Police	Council Plan	IP1.6.2.4M04
	Community and Business Protection	Percentage of Food Establishments that meet Food Hygiene standards	PAM	PAM/023
	Strategy	Reduce our carbon footprint across our Council Buildings (non housing)	Council Plan	IP4.1.3.3M03

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference	2018-19 Target
Social Services	Adults	The number of Extra Care units provided across Flintshire	Council Plan	IP1.2.3.3M03	184
	Adults	Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	Council Plan	IP1.4.1.1M01	3
	Adults	Number of in house independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	Council Plan	IP1.4.1.1M02	3
	Adults	Number of care homes that have achieved Bronze standard who have also achieved silver standard for Progress for Providers of domiciliary care	Council Plan	IP1.4.1.1M03	5
	Adults	Sustaining existing care homes within Flintshire	Council Plan	IP1.4.1.1M04	26
	Adults	% occupancy within Flintshire care homes	Council Plan	IP1.4.1.1M05	95%
Page 100	All	% relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	Council Plan	IP1.4.2.2M02	43.75%
	Childrens	% of Looked After Children with a timely health assessment	Council Plan	IP1.4.3.3M03	81%
	Carers	Number of adult carers identified	Council Plan	IP1.5.1.1M01	900
	Carers	% of carers that feel supported	Council Plan	IP1.5.1.1M02 PAM/026	none set
	Adults	Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	Council Plan	IP1.5.2.1M01 PAM/025	20%
	All	Number of officers who have completed the specialist AFTA Thought safeguarding awareness training	Council Plan	IP1.6.1.1M01	none set

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Governance	Revenue & Taxation	The 'in-year' collection of Business Rates		
	Revenue & Taxation	The 'in-year' collection of Council Tax		
	Revenue & Taxation	The collection of Sundry Debt, specifically the collection of debt aged 60+ days		
	Democratic Services	Cost of democratic services per head of population	APSE	PI 32a
	Democratic Services - elections	Clear understanding of the particular challenges in your registration area	National standard	
	Democratic Services - elections	Strategy for responding to the challenges in your registration area	National standard	
	Democratic Services - elections	Robust project planning methodology employed to enable delivery of activity to maintain accurate and complete registers	National standard	
	Democratic Services - elections	Effectively deliver your registration plan to ensure your register is as accurate and complete as possible	National standard	
	Democratic Services - elections	Delivering a service in which residents and other stakeholders can have confidence	National standard	
Page 101	Democratic Services - elections	Voters receive the information they need, in an accessible format and within time for them to cast their vote	National standard	
	Democratic Services - elections	Voters receive a high-quality service	National standard	
	Democratic Services - elections	Voters have confidence that their vote will be counted in the way they intended	National standard	
	Democratic Services - elections	People who want to stand for election receive all the information they need to take part	National standard	
	Democratic Services - elections	Candidates have confidence that the process is well-managed, and have confidence in the results	National standard	
	Democratic Services - elections	To ensure that local ROs have the necessary arrangements in place to deliver well-run elections in their area	National standard	
	Democratic Services - Registration	Net cost of registration service per head of population	APSE	PI 12a
	Democratic Services - Registration	Total income / amount in receipts derived from statutory registration services only	APSE	PI 13a
	Democratic Services - Registration	Total income from GRO funding (not applicable in Scotland) / subsidy from registration services only	APSE	PI 13b
	Democratic Services - Registration	Service user satisfaction with registration services (percentage of users that were 'satisfied' or 'very satisfied')	APSE	PI 14a
	Legal Services	Net cost of legal services per head of population	APSE	PI 15a
	Legal Services	Total income / amount in receipts derived from legal services only	APSE	PI 16a
	Legal Services	Service user satisfaction with legal services (percentage of users that were 'satisfied' or 'very satisfied')	APSE	PI 17a

	IT	Revenue cost of ICT service per head of population	APSE	PI 05a
	IT	Revenue cost of ICT service per employee	APSE	PI 06a
	IT	Percentage of overall net revenue expenditure on ICT	APSE	PI 07a
	IT	Percentage of time (24/7) that network is fully available	APSE	PI 08a
	IT	Percentage of transactions completed on-line	APSE	PI 09a
	IT	Service user satisfaction with ICT services (percentage of users that were 'satisfied' or 'very satisfied')	APSE	PI 10a
	IT	Percentage of incidents requested / reported and resolved within agreed target times	APSE	PI 11a

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Organisational Change		Number of social enterprises applying for a Flintshire Business Award	Council Plan	IP5.1.1.1M01
		% of contracts over £25,000 that include Community Benefit clauses	Council Plan	IP5.1.3.1M01
		Third sector playing a major role in 4 community resilience programmes: CATs, Social Prescribing, Holway area work, Shotton area work	Council Plan	IP5.1.4.1M01

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Chief Executives	Finance	The % to which the forecast funding needs of the Council are met through financial planning (to be expressed year on year for the 3 year MTFS period)	Local	
	Finance	The variance in the cost of forecast and actual local cost pressures (to be expressed overall and by portfolio as out-turn figures)	Local	
	Finance	The % of planned efficiencies achieved	Local	
	Finance	The variance between the budget out-turn and the budget set	Local	
	Finance	Reserves as % of Gross Revenue Expenditure – measures the level of funds retained for future plans and unforeseen expenditure	Local National	
	Finance	The % of Council Tax collected	Local	
	Finance	The % of income collected compared with the net budget (to be expressed as a percentage and as a financial value)	Local	
	Finance	The % of debt recovered (to be expressed as a percentage and as a financial value)	Local	
	Finance	The rate of return achieved on investments (to be expressed as a percentage and as a financial value)	Local	
	Finance	The % of the aspirational capital programme which is funded (to be expressed as a percentage and as a financial value)	Local	
	Finance	The % of major capital projects which are completed a) on time and b) on budget	Local	
	Finance	The rate of return achieved (HRA)	Local	
	Finance	Cost of financial services per head of population	APSE	PI 22a
	Finance	Cost of financial services per employee	APSE	PI 23a
	Finance	Payroll cost per employee per annum	APSE	PI 24a
	Finance	Processing cost per sales invoice raised (debtor accounts)	APSE	PI 25a
	Finance	Processing cost per purchase invoice received (creditor accounts)	APSE	PI 25b
	Finance	Percentage underspend / overspend on budgets at year end (negative figure indicates percentage overspend)	APSE	PI 26a
	Finance	Total energy costs per annum (annual council expenditure on energy) per head of population	APSE	PI 27a
	Finance	Percentage of undisputed creditor invoices paid on time within 10 days	APSE	PI 28a
	Finance	Percentage of undisputed creditor invoices paid on time within 30 days	APSE	PI 28b
	Finance	Average number of days for receipt of payment (debtor days)	APSE	PI 29a
	Finance	Percentage of non-domestic rates due for the financial year which were received by the local authority	APSE	PI 30a
	Finance	Percentage of council tax due for the financial year which was received by the authority	APSE	PI 31a
	HR	Human resources staffing cost per employee	APSE	PI 01a
	HR	Staff leaving as a percentage of total staff	APSE	PI 02a
	HR	Days staff absence per employee (all council staff)	APSE	PI 03a
	HR	Days staff absence per employee (all council staff) – short term	APSE	PI 03b
	HR	Days staff absence per employee (all council staff) – long term	APSE	PI 03c
	HR	Percentage of staff that have no incidences of sickness absence in the year	APSE	PI 04a



Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Education and Youth		Capped 9 score	PAM	PAM/032
		Percentage of pupil attendance in primary schools	PAM	PAM/007
		Percentage of pupil attendance in secondary schools	PAM	PAM/008
		Percentage of Year 11 leavers not in education, training or employment (NEET)	PAM	PAM/009
		Percentage of pupils assessed in Welsh at the end of the Foundation Phase	PAM	PAM/033
		Percentage of year 11 pupils studying Welsh (first language)	PAM	PAM/034
		Number of schools in an Estyn statutory category of concern	Council Plan	IP3.1.2.1M01
		All schools to have completed their initial readiness assessment for the new curriculum by 01/10/18	Council Plan	IP3.1.3.1M01
		All schools to have eliminated any red indicators against their readiness for the new curriculum by 31/03/19 on the G6 dashboard	Council Plan	IP3.1.3.2M02

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Assets	Building Maintenance	Table (01a – 01f) appointments made and appointments kept	APSE	PI 01
	Building Maintenance	Percentage of non-emergency jobs undertaken by appointment (PI standings only)	APSE	PI 01a
	Building Maintenance	Percentage of appointments kept (PI standings only)	APSE	PI 01b
	Building Maintenance	Percentage of responsive repairs (non emergency) where authority made and kept appointment (BVPI 185) (PI standings only)	APSE	PI 01c
	Building Maintenance	Percentage of housing jobs appointed (PI standings only)	APSE	PI 01e
	Building Maintenance	Percentage of appointments failed (no access / tenant cancelled (PI standings only)	APSE	PI 01f
	Building Maintenance	Gas safety checks (within 365 days)	APSE	PI 35
	Building Maintenance	Percentage of day to day jobs completed on time – housing only	APSE	PI 14a
	Building Maintenance	Percentage of day to day jobs completed on time (excluding voids) – housing only	APSE	PI 14b
	Building Maintenance	Percentage of voids completed on time	APSE	PI 14c
	Building Maintenance	Percentage of all housing repairs completed within government time limits (England/Wales only)	APSE	PI 25c
	Building Maintenance	Average time taken to complete a routine repair	APSE	PI 24
	Building Maintenance	Average length of time taken (hours) to complete emergency repairs (SSHCARC Charter Indicator 11 – housing only)	APSE	PI 90a
Page 106	Building Maintenance	Average length of time taken (days) to complete non-emergency, reactive repairs (SSHC ARC Charter Indicator 12 b – housing only)	APSE	PI 90b
	Building Maintenance	Percentage of non emergency jobs not subject to call back/complaint (right first time)	APSE	PI 36
	Building Maintenance	Average re-let times for local authority dwellings	APSE	PI 20a
	Building Maintenance	Void turnaround (average total number of days keys held by contractor)	APSE	PI 20b
	Building Maintenance	Table – staff absence	APSE	PI 16
	Building Maintenance	Percentage staff absence (operational staff) (PI standings only)	APSE	PI 16a
	Building Maintenance	Staff absence - days lost per operational FTE (Scotland only) (PI standings only)	APSE	PI 16d
	Building Maintenance	Percentage staff absence (all staff) (PI standings only)	APSE	PI 29a
	Building Maintenance	Staff absence - days lost per FTE (Scotland only) (PI standings only)	APSE	PI 29c
	Building Maintenance	Overall percentage of customer satisfaction	APSE	PI 37

NOTE: These APSE Benchmarking indicators are completed depending upon resources and capacity available

Portfolio KPIs

Portfolio	Service	Indicator	Type	Reference
Clwyd Pension Fund	<b>Pensions</b>	To send a Notification of Joining the LGPS to a scheme member	Local performance standards	
		To inform members who leave the scheme before retirement age of their rights and options	Local performance standards	
		Obtain transfer details for transfer in, and calculate and provide quotation to member	Local performance standards	
		Provide details of transfer value for transfer out, on request	Local performance standards	
		Notification of amount of retirement benefits	Local performance standards	
		Providing quotations on request for retirements	Local performance standards	
		Calculate and notify dependant(s) of amount of death benefits	Local performance standards	

Portfolio KPIs

Portfolio	Strategic Priority	Indicator	Type	Reference
Aura Sports and Leisure	To grow in order to be financially sustainable	Number of new direct debit / annual members and live membership total	Local	
		Number of reportable events (RIDDOR)	Local	
		Percentage of contracted employees formally enrolled as CBS members	Local	
		Number of kWh used per utility per site	Local	
		Employee sickness absence as a percentage of contracted workforce	Local	
		Employee turnover as a percentage of contracted workforce	Local	
		Relief worker expenditure as a percentage of total workforce costs	Local	
		Percentage of employees participating in employee survey	Local	
		Percentage of employees registered with Schoop to receive workforce communications	Local	
			To improve the health and well-being of Flintshire residents	Number of recorded physical activity visits to leisure centres per 1,000 population
Temperature gauge' of usage based on top ten leisure management system activities	Local performance standards			
Number of children 'hooked on sport' in Flintshire (participating in leisure, sport or activity on 3 occasions per week)	Local performance standards			
Number of unique children enrolled on the Learn to Swim programme	Local performance standards			
Percentage of NERS clients who completed the exercise programme	Local performance standards			PAM/041
Percentage of NERS clients whose health had improved on completion of the exercise programme	PAM			PAM/042
Number of new direct debit / annual NERS members and live membership total	PAM			

		Length of stay (in months) of direct debit fitness members	Local performance standards	
		Percentage of Book Fund expenditure on Welsh medium resources	Local performance standards	
	To deliver community benefits for Flintshire	Number of 'Friends of Aura' groups established	Local performance standards	
		Number of shared reading groups established	Local performance standards	
		Percentage of service points awarded dementia friendly status	Local performance standards	
		Percentage of employees that have completed dementia friendly training	Local performance standards	
		Number of website visits and social media friends and followers	Local performance standards	
		To improve skills and to provide opportunities for lifelong learning and employment for local people	Making a difference	Welsh Public Library Standards Quality Indicators
	Customer satisfaction		Welsh Public Library Standards Quality Indicators	
	Support for individual development		Welsh Public Library Standards Quality Indicators	
	Support for health and well-being		Welsh Public Library Standards Quality Indicators	
	User training		Welsh Public Library Standards Quality Indicators	
	User attendances at library events		Welsh Public Library Standards Quality Indicators	
	Location of service points		Welsh Public Library Standards Quality Indicators	
	Library use		Welsh Public Library Standards Quality Indicators	
	Up-to-date and appropriate reading material		Welsh Public Library Standards Quality Indicators	
	Welsh language resources		Welsh Public Library Standards Quality Indicators	
	Online access		Welsh Public Library Standards Quality Indicators	

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Supply of requests	Welsh Public Library Standards Quality Indicators	
Staffing levels and qualifications	Welsh Public Library Standards Quality Indicators	
Operational expenditure	Welsh Public Library Standards Quality Indicators	
Cost per visit	Welsh Public Library Standards Quality Indicators	
Opening hours	Welsh Public Library Standards Quality Indicators	
Number of Aura events (jobs fairs) held	Local	
Number of online/remote users of e-resources	Local	
Usage of public access devices as a percentage of available resources	Local	
Number of employee appraisals completed as a percentage of contracted workforce	Local	
Percentage of people attending or participating in arts, culture or heritage activities at least three times a year	National Indicators for Wales as required by section 10(1) of the Well-being of Future Generations (Wales) Act 2015	
Percentage of people participating in sporting activities three or more times a week	National Indicators for Wales as required by section 10(1) of the Well-being of Future Generations (Wales) Act 2016	
Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards	National Indicators for Wales as required by section 10(1) of the Well-being of Future Generations (Wales) Act 2017	

Portfolio	Strategic Priority	Indicator	Type	Reference
Theatr Clwyd	Overall sales	Average house size per instance	Local performance standards	
		% capacity sold	Local performance standards	
		Number of events per year	Local performance standards	
		Number and value of tickets sold	Local performance standards	
		Number of visits each patron makes	Local performance standards	
Page 111	Theatr Clwyd productions	Average house size per instance	Local performance standards	
		% capacity sold	Local performance standards	
		Number of events per year	Local performance standards	
		Number and value of tickets sold	Local performance standards	
		Number of visits each patron makes	Local performance standards	
	Customer satisfaction	Box office experience	Local performance standards	
		Café experience	Local performance standards	
		General experience	Local performance standards	
	Secondary spend	Bar, café, Merchandise, Shop and Events	Local performance standards	

NOTE: The Theatr Clwyd Business Plan contains many additional measures which are governed by the Board.

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 17th January 2019
<b>Report Subject</b>	Member Communications – Reported Cases and Complaints
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Governance) and Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This report summarises the work undertaken in response to a Notice of Motion that was endorsed at County Council on 12 September, 2018 on managing communications with elected members. The report covers performance standards, performance, and a renewed action plan.

### RECOMMENDATIONS

1	The Committee is invited to review and support the action plan set out in the report.
2	The Committee is invited to support the proposal for a Member workshop to review how members can work with the reporting systems we operate to receive the best service and support.

### REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND</b>
1.01	A Notice of Motion was endorsed at County Council on 12 September 2018 - <i>“The Council calls on the Chief Executive to ensure that the Chief and Senior Officers respond to Councillors’ requests with courtesy and good manners without any undue delay”</i> . Consequently the Chief Executive

	agreed to provide Corporate Resources Overview & Scrutiny Committee with an update on work undertaken in response to the Notice of Motion.
1.02	The Chief Executive had led a review of reporting and response systems. This review has led to an action plan to improve performance. Good progress has been made on the action plan as summarised below.
1.03	<p><b>Standards and Guidance</b></p> <p>A revised <i>County Councillor Guide to Communication and Accessibility</i> has been issued to Chief Officers with specific guidance for cascading to all managers and employees. This task was completed in November and the Guide provides information about Member and employee responsibilities, and new escalation procedures that include named officers for sensitive and complex issues. The Guide has been published on InfoNet and Members are invited to view and follow the Guide.</p> <p>To complement this work, employees have been guided to Communication Standards on InfoNet to make practical and effective use of tools such as email signatures and out of office messages to help keep Members and customers better informed.</p>
1.04	<p><b>Performance Management</b></p> <p>The Chief Executive has discussed expectations and collective ownership of the action plan with Chief Officers to ensure a shared responsibility to uphold Standards. Compliance is a performance expectation.</p> <p>Senior Officers throughout the organisation have been engaged in the action plan and concentrated work has been undertaken with the portfolios that regularly receive high volumes of correspondence, specifically Streetscene and Transportation, Planning, Environment and Economy, and Housing and Assets. Portfolios are progressing additional work which includes designated officers to monitor performance, Member Factsheets to share information about the services and key contacts, and regular performance reporting at team meetings.</p> <p>The Customer Relationship Management System (CRM) is to be developed to provide real time oversight of performance through a manager performance 'dashboard'. The intention is officers will be less reliant on the publication of performance reports and can proactively monitor performance on CRM at any point in time.</p>
1.05	<p><b>Working with Members</b></p> <p>There are specific timescales in place to respond to enquiries (10 working days). More complex enquiries can take longer to resolve and provide a response. Members have been invited to report are service areas where there are repeat problems. We have received no reports since this invitation (issued as part of the debate in September 2018). We cannot act in the absence of information and members are reminded to be fair and reasonable in making public criticism which can affect the reputations of services and teams.</p>

	Members of the Committee are invited to support the proposal to hold a workshop to review how members can work with the reporting systems we operate to receive the best service and support.
1.06	<p><b>Accountability and Control</b></p> <p>The immediate tasks set up within the action plan have been completed and others are in progress and on target. Chief Officers are accountable for each task within the action plan and all tasks are expected to be completed on target.</p>
1.07	In addition to the work described above, performance between September - November 2018 has been reviewed in response to the feedback raised by some Members at County Council. The results have found that despite concerns from a small number of Members on specific cases and personal experiences, overall response times are good. There were 25,253 enquiries recorded on the Customer Relationship Management (CRM) System during this period which illustrates the significant volume of correspondence services are handling on a daily basis. 92% of the enquiries recorded are closed and this includes request for information and reports (e.g. Fly Tipping). The escalation procedures described in 1.03 mean those records which are open are currently subject to review by nominated contact officers within portfolios.
1.08	CRM is used to record enquiries including requests for information, reports (e.g. missed waste collection), applications to access a service (e.g. school admission) and complaints through various channels including email, telephone, face to face and letter. Enquiries recorded on CRM are monitored and as mentioned in 1.04 the system is to be developed to provide real time oversight of performance through a manager performance 'dashboard'. The statistics are limited to those enquiries recorded on CRM and do not take in to consideration correspondence sent directly to officers e.g. emails. The relationship between Members and officers is valued and for this reason the recording of such correspondence on CRM is not compulsory. We encourage members to contact the appropriate officers direct both to maintain positive working relationships and to for reports and complaints to be actioned promptly by going direct to source. Members are advised that correspondence addressed directly to individual officers will fall outside of the usual performance management arrangements and are so reminded to alert Chief Officers to concerns about any under-performance by a team so that they can be addressed.
1.09	Similarly, performance is good when considering the correspondence received from Assembly Members and Members of Parliament. Regular performance management has led to a reduction in the volume of outstanding enquiries and as all correspondence is recorded on the CRM. Assembly Members and Members of Parliament are kept informed if enquiries take longer than 10 working days to respond.
1.10	There will be occasions when complex and sensitive enquiries take longer to conclude than we would anticipate. This report should assure Members that a number of actions have been taken to build on the good performance that already exists, and the opportunity to add to this work is open to Members through a workshop.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The action plan aims to improve performance standards across the organisation and therefore the most efficient use of resources.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>The action plan has been developed by the Chief Executive and Senior Officers. Action owners have been consulted to provide confidence in outcomes and to provide an update on their actions as necessary.</p> <p>Group Leaders have been consulted. Councillor Sharps as the mover of the original Notice of Motion has been consulted.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Rebecca Jones  <b>Telephone:</b> 01352 702413  <b>E-mail:</b> rebecca.jones@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>CRM</b> – Customer Relationship Management System is used by the Council to manage interactions with customers. This includes requests for service, general enquiries, applications and complaints.</p>



## CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 January 2019
<b>Report Subject</b>	2018/19 Revenue Budget Monitoring Report (Month 8)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2018/19 (Month 8) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 8) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2018/19 (MONTH 8)</b>
1.01	The Revenue Budget Monitoring 2018/19 (Month 8) report will be presented to Cabinet on Tuesday 22 January 2019. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 8).

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 8).

<b>5.00</b>	<b>APPENDICES</b>
5.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 8).

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None required.</p> <p><b>Contact Officer:</b> Sara Dulson, Finance Manager  <b>Telephone:</b> 01352 702287  <b>E-mail:</b> sara.dulson@flintshire.gov.uk</p>

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



<b>CABINET</b>
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<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Revenue Budget Monitoring 2018/19 (month 8)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 8 of the financial year.

This report includes the impact of the grant funding announced by Welsh Government to support costs associated with Supporting Sustainable Social Services which equal £0.611m. Details on the use of this funding are shown in 1.04.

The Council has received confirmation of its allocation of the £7.5m announced to contribute to the Teacher Pay Award. This will be passported in full to schools as referenced in 1.15.

A capital grant of £1m for road refurbishment has been announced by Welsh Government. The options for dealing with this grant are currently being considered and any impact on revenue will be included in future reports.

The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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

#### **Council Fund**

- An operating surplus of £0.026m (£0.325m at Month 7).

- A projected contingency reserve balance as at 31 March 2019 of £7.689m, which, when taking into account the agreed contributions for the 2019/20 budget reduces to £5.789m.

### Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget.
- A projected closing balance as at 31 March 2019 of £1.165m.

## RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2019.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 8 POSITION</b>																		
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> <li>• An operating surplus of £0.026m</li> <li>• A projected contingency reserve balance as at 31 March 2019 of £7.689m which reduces to £5.789m when taking into account agreed contributions for the 2019/20 budget</li> </ul> <p>The projected outturn is not anticipated to significantly change between now and year-end unless there is a change to the activity level of services or there is an impact from any of the identified risks as reported in paragraphs 1.08 to 1.16.</p>																		
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.234</td> <td>64.734</td> <td>(0.500)</td> </tr> <tr> <td>Out of County</td> <td>7.274</td> <td>8.991</td> <td>1.717</td> </tr> </tbody> </table>			TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.234	64.734	(0.500)	Out of County	7.274	8.991	1.717
TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend																
	£m	£m	£m																
Social Services	65.234	64.734	(0.500)																
Out of County	7.274	8.991	1.717																



	Education & Youth	8.398	8.250	(0.148)
	Schools	89.776	89.776	0.000
	Streetscene & Transportation	30.243	31.532	1.290
	Planning & Environment	5.663	5.655	(0.008)
	People & Resources	4.383	4.368	(0.014)
	Governance	8.248	7.869	(0.380)
	Strategic Programmes	4.198	4.197	(0.001)
	Housing & Assets	13.520	13.411	(0.108)
	Chief Executive	2.990	2.663	(0.327)
	Central & Corporate Finance	24.402	22.856	(1.546)
	<b>Total</b>	<b>264.328</b>	<b>264.303</b>	<b>(0.026)</b>
1.03	The projected outturn is reporting an operating surplus of £0.026m. This is a reduction in the projected outturn of £0.351m from the previous month where an operating deficit of £0.325m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.06 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.			
1.04	<p><b>Social Services</b></p> <p>Welsh Government has awarded a £14m one-off grant to Local Authorities in Wales to Support Sustainable Social Services during 2018/19.</p> <p>The allocation awarded to Flintshire County Council is £0.611m and is to be used for the following;</p> <ol style="list-style-type: none"> <li>Help to address workforce challenges</li> <li>Focus on mitigating existing children's services pressures</li> <li>Respond to current pressures in core social services to be better positioned to manage unexpected or increased demands</li> <li>Plan for and respond to additional demands on social care resources as a result of winter pressures</li> </ol> <p>This grant is to be for these purposes across various service areas within Social Services and is apportioned as follows;</p> <ol style="list-style-type: none"> <li>Mental Health Services, Residential Placements £0.150m</li> <li>Children's Services, Family Placement £0.150m</li> <li>Children's Services, Out of County Placements £0.311m</li> </ol> <p>In each of the instances above the grant is treated as additional income to the service area and has therefore reduced the projected outturn. These movements are detailed in appendix 1.</p>			
1.05	<b>Out of County Placements</b>			

	<p>The projected overspend for Out of County Placements has decreased by £0.075m from the previous month.</p> <p>The Children's Service element is reporting a net reduction of £0.031m. There have been 5 new placements this month which have increased projected costs by £0.280m, this is mitigated by using an allocation of £0.311m from the Support Sustainable Social Services grant as reported in paragraph 1.04 above.</p> <p>The Education &amp; Youth element has also reduced, by £0.044m, caused by several placements which have either ended or are due to end this financial year.</p>
1.06	<p><b>Streetscene and Transportation</b></p> <p>Due to increased pupil numbers, schools are oversubscribed from September 2018, which has meant extra School Buses being required to transport pupils. There is a projected increase of 95 pupils qualifying for transport resulting in an additional pressure of up to £0.150m on the service (based on the average transport cost per pupil). However, the Integrated Transport Unit (ITU) is attempting to mitigate this increase as much as possible and an update on this will be provided in a subsequent Revenue Budget Monitoring report.</p> <p>For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport has been required with additional cost of up to £0.180m. The ITU are currently reviewing the additional demands and the impact of aligning as many of these to existing routes and the outcome and impact of this will be further reported in a subsequent Revenue Budget Monitoring report.</p> <p>The pressure of £0.242m for additional school transport requirements for pupils to Connahs Quay, Buckley and Mold has been offset by a contribution of £0.109m from the school transition budget within Education.</p>
1.07	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.</p>
1.08	<p><b>Out of County Placements</b></p> <p>A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p>

	<p>The month 8 report details the projected outturn as £1.717m higher than budget, which is a slight decrease of £0.075m to the amount reported at month 7, however this decrease has occurred due to an allocation of £0.311m from the Support Sustainable Social Services grant. Costs can be subject to volatility and are likely to change through the year.</p>
1.09	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.326m or 97% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.10	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.11	<p><b>Independent Inquiry into Child Sexual Abuse (IICSA)</b></p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p> <p>In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.028m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p>
1.12	<p><b>Income</b></p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy and a number of potential</p>

	opportunities will be considered as part of business planning and annual review, as well as one off opportunities to mitigate this in-year.
1.13	<p><b>Recycling Income</b></p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be £0.185m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.</p>
1.14	<p><b>Schools – Risks and Impacts</b></p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.15	<p><u>Teachers Pay</u></p> <p>The Final Settlement confirmed that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. An announcement by the First Minister also advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire have now received confirmation of the 2018/19 funding contribution for an amount of £0.784m, which will be passported in full to schools once it has been received.</p>
1.16	In planning for the 2019/20 budget the Final Settlement does not change the previous position which allows the Council to provide a 1% uplift in the base funding of schools, meaning that schools will need to share the impact of the costs.
1.17	<p><b>Other In-Year Issues</b></p> <p><b>Inflation</b></p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.18	An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.
1.19	At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will be kept under review over the winter to assess the impact of energy costs on the outturn position.
1.20	<b>Reserves and Balances</b>

	<p><b>Un-earmarked Reserves</b></p> <p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.</p>
1.21	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.
1.22	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.689m as detailed in appendix 4.
1.23	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will be used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.789m.
1.24	<p><b>Earmarked Reserves</b></p> <p>Earmarked reserves are monitored in accordance with the reserves protocol. A summary of earmarked reserves as at 1 April 2018 and an estimate of projected balances as at the end of this financial year will be included in the month 9 report.</p>
1.25	<p><b>Housing Revenue Account</b></p> <p>The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.</p>
1.26	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.27	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.16.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 7 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.  <b>Contact Officer:</b> Sara Dulson (Finance Manager) <b>Telephone:</b> 01352 702287 <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.  <b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.  <b>Financial Year:</b> the period of twelve months commencing on 1 April.

**Housing Revenue Account:** the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

**Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

**Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

**Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

**Underspend:** when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

**Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

**Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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

**MONTH 8 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	-0.035	Reduced numbers of Residential and Nursing Care placements due to bereavements for £0.084m, offset by additional domiciliary care packages £0.049m.
Resources & Regulated Services	-0.076	Additional grant income for Llys Raddington extra care.
Minor Variances	-0.008	
<b>Disability Services</b>		
Resources & Regulated Services	0.086	Increased contract costs on externally provided Supported Living £0.058m and HFC contract costs for Day Services and Work Opportunities additional pay award cost adjustment £0.040m less other minor movements £0.012m.
Minor Variances	-0.011	
<b>Mental Health Services</b>		
Residential Placements	-0.097	Additional one-off WG grant income £0.150m, offset by additional costs of new placements £0.053m.
Minor Variances	-0.018	
<b>Children's Services</b>		
Family Placement	-0.141	Additional one off Welsh Government (WG) grant income of £0.150m offset by other minor variances £0.009m.
Family Support	0.040	Additional one off costs of licence fee for Mockingbird project.
Minor Variances	-0.002	
<b>Development &amp; Resources</b>		
Minor Variances	-0.024	
<b>Total Social Services (excl Out of County)</b>	<b>-0.288</b>	
<b>Out of County</b>		
Children's Services	-0.031	Net impact of one-off grant income of £0.311m less additional costs of £0.280 for 5 new placements.
Education & Youth	-0.044	Favourable movement in variance largely relating to several placements which either have ended or are due to end within the financial year.
<b>Total Out of County</b>	<b>-0.075</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	0.006	Minor movements in variance from across service area.
Integrated Youth Provision	-0.015	Minor movements in variance from across service area.
School Improvement Systems	-0.003	Minor movements in variance from across service area.
Archives	0.001	Minor movements in variance from across service area.
<b>Total Education &amp; Youth</b>	<b>-0.012</b>	
<b>Schools</b>	<b>0.000</b>	



<b>Streetscene &amp; Transportation</b>		
Transportation & Logistics	0.209	Extra School Buses are required due to schools being oversubscribed from September 2018 . There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m. For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport totalling £0.180m. This is offset by a contribution of £0.109m from the school transition budget within Education.
Other minor variances	0.011	
<b>Total Streetscene &amp; Transportation</b>	<b>0.220</b>	
<b>Planning, Environment &amp; Economy</b>		
Access	0.015	Minor variances.
Management & Strategy	-0.020	Two vacant posts.
Minor Variances	-0.003	
<b>Total Planning &amp; Environment</b>	<b>-0.007</b>	
<b>People &amp; Resources</b>		
HR & OD	-0.002	Minor variances.
Corporate Finance	-0.012	Minor variances.
<b>Total People &amp; Resources</b>	<b>-0.014</b>	
<b>Governance</b>		
Legal Services	0.000	Minor variances.
Democratic Services	0.000	Minor variances.
Internal Audit	0.000	Minor variances.
Procurement	0.000	Minor variances.
ICT	0.006	Minor variances.
Customer Services	0.003	Minor variances.
Revenues	-0.112	Increased surplus on Council Tax Collection Fund £0.069m. Vacancy savings of £0.029m. Minor variances £0.014m reduction.
<b>Total Governance</b>	<b>-0.102</b>	
<b>Strategic Programmes</b>		
Minor Variances	-0.001	
<b>Total Strategic Programmes</b>	<b>-0.001</b>	
<b>Housing &amp; Assets</b>		
Benefits	-0.032	Additional underspend on CTRS £0.050m. IT and postage related expenditure increase of £0.061m. Additional New Burdens grant funding £0.069m. Other minor increases £0.026m.
Housing Solutions	0.014	Grant maximisation for staffing costs £0.041m. Senior management restructure efficiency shortfall £0.035m. Other minor increases £0.020m.
Minor Variances	-0.019	
<b>Total Housing &amp; Assets</b>	<b>-0.037</b>	
<b>Chief Executive's</b>		
	-0.014	Minor variances.
<b>Central and Corporate Finance</b>		
	-0.020	Minor Variances £0.020m.
<b>Grand Total</b>	<b>-0.351</b>	

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	16.987	16.913	-0.074	-0.039	Residential and Nursing Care reflects a projected overspend of £0.326m due to increased numbers of funded placements following the increase in the capital limit to £40,000.  Domiciliary Care reflects a projected underspend of £0.172m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services.  Other underspends include a projected underspend of £0.036m on day care due to reduced demand, £0.046m on Intake/First Contact due to vacancy savings and £0.023m on Minor Adaptations.  Locality Teams staffing reflects a projected underspend of £0.109m due mainly to some posts being filled at below the top of grade.  Minor variances account for a £0.014m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.329	-0.150	-0.144	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Continue to monitor and review.
Resources & Regulated Services	6.700	6.496	-0.204	-0.128	The main influence on the net projected underspend of £0.204m is extra care schemes where there is a projected underspend of £0.415m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility and additional grant income. This is offset by a projected overspend of £0.134m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.077m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.896	0.853	-0.043	-0.040		
<b>Disability Services</b>						
Resources & Regulated Services	23.185	23.310	0.125	0.039	The projected overspend of £0.125m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review.
Disability Services	0.533	0.445	-0.087	-0.067	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for 2 service users.	Continue to monitor and review.
Minor Variances	0.985	0.931	-0.054	-0.064		
<b>Mental Health Services</b>						
Residential Placements	1.184	1.445	0.261	0.358	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB. The overspend is offset by £0.150m additional WG grant income.	Continue to monitor and review
Minor Variances	2.622	2.572	-0.050	-0.032		

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Children's Services</b>						
Family Placement	2.564	2.653	0.090	0.231	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances. These costs are offset by £0.150m additional WG grant income.	Continue to monitor and review
Family Support	0.364	0.464	0.099	0.060	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Professional Support	5.023	5.100	0.077	0.094	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.329	1.351	0.022	0.007		
<b>Development &amp; Resources</b>						
Charging Policy income	-2.469	-2.618	-0.149	-0.149	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016. The additional budget which arises from this surplus is earmarked for future use in funding some of the revenue costs for the new Holywell extra care facility.	Continue to monitor and review.
Business Support Service	1.196	1.067	-0.129	-0.105	The projected underspend of £0.129m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Safeguarding Unit	0.925	0.863	-0.062	-0.062	The projected underspend of £0.062m is mainly due to staffing savings of £0.049m following a member of the team leaving under Early Voluntary Retirement (EVR) late in 2017/18. A further influence is a non recurring Welsh Government grant of £0.013m in respect of support for Deprivation of Liberty Safeguarding Assessments (DOLS).	Continue to monitor and review
Commissioning	0.631	0.579	-0.052	-0.057	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Vacancy Management	0.155	-0.041	-0.196	-0.175	Short term vacancy savings transferred from across portfolio.	
Minor Variances	2.099	1.981	0.078	0.062	A number of minor variances within Development & Resources each less than £0.050m.	
<b>Total Social Services (excl Out of County)</b>	<b>65.234</b>	<b>64.734</b>	<b>-0.500</b>	<b>-0.212</b>		

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Out of County</b>						
Children's Services	4.191	5.174	0.983	1.014	There is a projected overspend of £1.294m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year. These costs are offset by £0.311m from additional WG grant income.	
Education & Youth	3.083	3.816	0.733	0.777	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
<b>Total Out of County</b>	<b>7.274</b>	<b>8.991</b>	<b>1.717</b>	<b>1.791</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	3.824	3.776	-0.047	-0.054	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.348	1.332	-0.016	-0.000	Minor variances from across service area.	
School Improvement Systems	1.777	1.698	-0.079	-0.075	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Business Change & Support	0.414	0.408	-0.007	-0.007	Minor variances from across service area.	
Archives	0.290	0.290	0.001	0.000	Minor variances from across service area.	
Minor Variances	0.745	0.745	0.000	0.000		
<b>Total Education &amp; Youth</b>	<b>8.398</b>	<b>8.250</b>	<b>-0.148</b>	<b>-0.136</b>		
<b>Schools</b>	<b>89.776</b>	<b>89.776</b>	<b>0.000</b>	<b>0.000</b>		

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>						
Ancillary Services & Performance	4.085	4.234	0.150	0.142	<p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m.</p> <p>Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m.</p> <p>Additional income of £0.100m above the original projections following the rollout of brown bin charges.</p> <p>Minor Variances £0.015m.</p>	
Highways Network	8.120	8.546	0.426	0.426	<p>Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.</p> <p>Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.</p> <p>Additional urgent road patching repairs as a result of road condition surveys £0.75m.</p> <p>Minor variances of less than £0.025m but totalling £0.030m across the service.</p>	
Transportation & Logistics	9.267	9.838	0.571	0.362	<p>Additional pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus £0.133m.</p> <p>Community Travel pilot schemes of £0.047m commencing January, 2019.</p> <p>Increased transport provision to Social Services £0.061m.</p> <p>Extra School Buses are required due to schools being oversubscribed from September 2018. There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m.</p> <p>For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport totalling £0.180m.</p>	The additional school transport costs and Special Educational Needs transport will be subject to further review by the Integrated Transport Unit (ITU) to assess all the additional demands and the impact of aligning as many of these costs to existing routes.
Workforce	8.542	8.661	0.119	0.119	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives	
Other Minor Variances	0.230	0.253	0.023	0.021		
<b>Total Streetscene &amp; Transportation</b>	<b>30.243</b>	<b>31.532</b>	<b>1.290</b>	<b>1.070</b>		

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Planning, Environment &amp; Economy</b>						
Business	1.550	1.518	-0.032	-0.029	Minor variances across the service.	
Community	0.940	0.956	0.016	0.022	Minor variances across the service.	Monitor Fee Income levels. Service currently under review.
Development	0.060	-0.090	-0.149	-0.154	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Access	1.338	1.370	0.032	0.017	Minor variances across the service.	
Regeneration	0.445	0.507	0.062	0.061	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.012m	Continue to monitor and review.
Management & Strategy	1.197	1.260	0.063	0.083	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio. At period 8 this is further reduced by vacant post both in Planning Policy and Planning Support.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	0.134	0.134	0.000	0.000		
<b>Total Planning &amp; Environment</b>	<b>5.663</b>	<b>5.655</b>	<b>-0.008</b>	<b>0.000</b>		
<b>People &amp; Resources</b>						
HR & OD	2.413	2.408	-0.005	-0.004	Minor variances.	Continue to monitor and review
Corporate Finance	1.970	1.961	-0.009	0.004	Minor variances.	Continue to monitor and review
<b>Total People &amp; Resources</b>	<b>4.383</b>	<b>4.368</b>	<b>-0.014</b>	<b>0.000</b>		
<b>Governance</b>						
Legal Services	0.706	0.743	0.037	0.037	Minor variances.	Continue to monitor and review
Democratic Services	2.021	2.025	0.003	0.003	Minor variances.	Continue to monitor and review
Internal Audit	0.454	0.423	-0.031	-0.032	Minor variances.	Continue to monitor and review
Procurement	0.320	0.331	0.010	0.010	Minor variances.	Continue to monitor and review
ICT	4.561	4.505	-0.056	-0.063	Some employees are not at top of grade and some have opted out from the pension scheme. In addition there have been short term vacancies during the year.	Continue to monitor and review
Customer Services	0.394	0.430	0.037	0.033	Additional registration services income estimated to be in the region of £0.020m. In-year salary saving of Connects Manager post £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved in 2018/19 £0.100m. Other minor variances £0.019m underspend.	Monitor and Review.
Revenues	-0.209	-0.588	-0.379	-0.267	Anticipated surplus on the Council Tax Collection Fund £0.215m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.120m. Other minor variances £0.019m underspend.	Continue to review on a monthly basis and report on any significant variances or movements.
<b>Total Governance</b>	<b>8.248</b>	<b>7.869</b>	<b>-0.380</b>	<b>-0.277</b>		
<b>Strategic Programmes</b>						
Minor Variances	4.198	4.197	-0.001	0.000		
<b>Total Strategic Programmes</b>	<b>4.198</b>	<b>4.197</b>	<b>-0.001</b>	<b>0.000</b>		

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing &amp; Assets</b>						
Administrative Buildings	1.179	1.325	0.146	0.145	Ecology issues creating delays to the demolition of County Hall £0.145m. Offset with savings from other service areas.	
CPM & Design Services	0.611	0.520	-0.090	-0.093	£0.085m additional income estimated. Underspend of £0.005m due to minor variances.	
Benefits	10.669	10.592	-0.077	-0.044	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.095m. Vacancy savings of £0.045m. Additional cost of IT related expenditure such as software, external printing and postage £0.096m. Additional New Burdens Funding £0.069m. Other costs from across the service £0.036m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	1.028	-0.055	-0.069	Homeless Accommodation underspend £0.060m. Salary savings as a result of grant maximisation £0.041m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances including vacancy savings and other temporary accommodation expenditure £0.011m.	Continue to review and report on significant variances on a monthly basis.
Housing Programmes	0.112	0.120	0.008	0.009	Minor variances.	Continue to review and report on significant variances on a monthly basis.
Disabled Facilities Grant	0.017	0.012	-0.005	-0.005	Minor variances.	Monitor and review.
Council Fund Housing	-0.340	-0.329	0.011	0.017	Minor variances.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	0.745	0.840	-0.052	-0.030		
<b>Total Housing &amp; Assets</b>	<b>13.520</b>	<b>13.411</b>	<b>-0.108</b>	<b>-0.071</b>		
<b>Chief Executive's</b>	<b>2.990</b>	<b>2.663</b>	<b>-0.327</b>	<b>-0.314</b>	Due to vacancies resulting from workforce changes during the year.	
<b>Central and Corporate Finance</b>	<b>24.402</b>	<b>22.856</b>	<b>-1.546</b>	<b>-1.526</b>	Increased Coroners Costs £0.042m. Increased Windfall Income £0.111m relating to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,042m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.065m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Bank charges £0.027m. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.237m. Minor variances £0.020m	Continue to review all variances alongside the continuing work on the MTFS.
<b>Grand Total</b>	<b>264.328</b>	<b>264.303</b>	<b>-0.026</b>	<b>0.325</b>		

**2018/19 Efficiencies Outturn - Under or Over Achieved**

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
<b>Central &amp; Corporate Finance</b>			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
<b>Total Central &amp; Corporate Finance</b>	<b>0.262</b>	<b>0.262</b>	<b>0.000</b>
<b>Governance</b>			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
<b>Total Governance</b>	<b>0.570</b>	<b>0.595</b>	<b>0.025</b>
<b>Social Services</b>			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
<b>Total Social Services</b>	<b>1.484</b>	<b>1.484</b>	<b>0.000</b>
<b>Education &amp; Youth</b>			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
<b>Total Education &amp; Youth</b>	<b>0.070</b>	<b>0.070</b>	<b>0.000</b>
<b>Schools</b>			
Schools Demography	0.288	0.288	0.000
<b>Total Schools</b>	<b>0.288</b>	<b>0.288</b>	<b>0.000</b>
<b>Strategic Programmes</b>			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
<b>Total Strategic Programmes</b>	<b>0.416</b>	<b>0.416</b>	<b>0.000</b>
<b>Housing &amp; Assets</b>			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.345	0.095
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.015	(0.035)
<b>Total Housing &amp; Assets</b>	<b>0.991</b>	<b>0.951</b>	<b>(0.040)</b>
<b>Streetscene &amp; Transportation</b>			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
<b>Total Streetscene &amp; Transportation</b>	<b>1.250</b>	<b>1.110</b>	<b>(0.140)</b>
<b>Planning, Environment &amp; Economy</b>			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for preapplication advice	0.030	0.000	(0.030)
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
<b>Total Planning, Environment &amp; Economy</b>	<b>0.180</b>	<b>0.150</b>	<b>(0.030)</b>
		%	£
<b>Total 2017/18 Budget Efficiencies</b>		<b>100</b>	<b>5.511</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>3</b>	<b>0.185</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>97</b>	<b>5.326</b>



**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.028)
Add – projected outturn underspend		0.026
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2019</b>		<b>7.689</b>

Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
<b>Total Contingency Reserve available for use</b>		<b>5.789</b>

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

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(34.381)	(34.092)	0.289	0.276	A pressure of £0.289m is anticipated on income. £0.144m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.073m due to delays on handover/delays on new build schemes. £0.030m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.006m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	7.602	(1.092)	(0.282)	The projected underspend of £1.092m relates to expected borrowing costs for SHARP. £0.051m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels were as high on the 31st March as expected. The remaining £1.041m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated. In addition, borrowing costs have been minimised through efficient treasury management.	
Estate Management	1.617	1.485	(0.132)	(0.113)	The projected underspend of £0.132m relates to £0.140m salary savings and £0.008m on minor variances.	
Landlord Service Costs	1.415	1.426	0.011	0.013	Minor Variance	
Repairs & Maintenance	8.159	8.116	(0.044)	(0.019)	Minor Variance	
Management & Support Services	2.297	2.126	(0.170)	(0.118)	A saving of £0.170m is anticipated on Management and Support costs. £0.126m relates to vacancy savings. £0.058m relates to a reduction on insurance premiums for HRA. The remaining £0.014m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.141	0.971	0.173	The variance of £0.971m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.146	0.099	0.003	The variance of £0.099m relates to projected costs incurred relating to site investigation works as part of site viability for future SHARP developments.	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>		

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