

# Public Document Pack



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To:

Councillors: Haydn Bateman, Clive Carver, 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

2 May 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, 9th May, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## **A G E N D A**

### **1 APPOINTMENT OF CHAIR**

**Purpose:** At the Annual Meeting, Council resolved that a particular political group should nominate the Chair of the Committee. The Committee is requested to formally appoint the duly nominated Chair.

### **2 APPOINTMENT OF VICE-CHAIR**

**Purpose:** To appoint a Vice-Chair for the Committee.

### **3 APOLOGIES**

**Purpose:** To receive any apologies.

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

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

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

**Purpose:** To confirm as a correct record the minutes of the meeting held on 11 April 2019.

6 **ACTION TRACKING** (Pages 13 - 18)

Report of Democratic Services Manager

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

7 **FORWARD WORK PROGRAMME** (Pages 19 - 26)

Report of Democratic Services Manager

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

8 **REVIEW OF PAY POLICY AND PAY MODEL** (Pages 27 - 56)

Report of Chief Executive - Leader of the Council, Cabinet Member for Education and Interim Cabinet Member for Finance

**Purpose:** To provide a progress report on (1) pay modelling for the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) and (2) maintenance of structural design and terms of employment following the Single Status Agreement (2014).

9 **COUNCIL PLAN 2019/20** (Pages 57 - 62)

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

**Purpose:** The committee is invited to consider and comment on the attached report which was approved by Cabinet at its meeting on 16th April and developed since.

10 **CROSS-PARTY WORKING GROUP ON LOCAL GOVERNMENT FINANCE**

**Purpose:** For the Committee to receive a presentation on progress.

Yours sincerely



Robert Robins  
Democratic Services Manager

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

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

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

Councillors: Haydn Bateman, Patrick Heesom, Dave Hughes, Paul Johnson, Hilary McGuill, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

**SUBSTITUTES:** Councillors: Janet Axworthy (for Andrew Holgate) and Joe Johnson (for Paul Cunningham)

**APOLOGIES:** Councillors: Bob Connah and Richard Jones

**ALSO PRESENT:** Councillor Marion Bateman attended as an observer

**CONTRIBUTORS:** Councillor Ian Roberts, Leader and Cabinet Member for Education and Interim Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief Officer (Governance); Corporate Finance Manager; and Finance Manager

Revenues Manager - for minute number 99

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

It was agreed that the Democratic Services Manager would write on behalf of the Committee to wish Councillor Cunningham a speedy recovery from his recent operation.

**99. DECLARATIONS OF INTEREST**

None.

**100. URGENT ITEM**

The Committee noted the Chairman's decision to admit an urgent item as provided for under section 100B4 (b) of the Local Government Act 1972 (as amended).

In response to national press coverage on the Council Tax exemption for individuals diagnosed as 'severely mentally impaired', the Revenues Manager gave a statement on the position in Flintshire. Whilst the reports indicated low numbers of claimants in some areas of the UK, in Flintshire there were 527 households currently qualifying for the discount of which 185 were totally exempt. The remaining 342 were subject to a 25% discount as there was another adult living in those properties. The qualifying criteria was that an individual must be medically certified by a General Practitioner or consultant as having a permanent severe

mental impairment e.g. Dementia, Alzheimer's, Parkinson's. Application details were published on the Council's website and the Council Tax team was providing advice and sign-posting availability of the discount to residents.

The Chief Executive said that the information demonstrated that Flintshire, as a Dementia Friendly Council, was supporting local people well. To further offer support, officers would liaise with Health colleagues and the Flintshire Local Voluntary Council to consider how best to re-promote the discount. Local Members were encouraged to work with the Council to raise awareness amongst residents.

In response to queries, the Revenues Manager clarified that the discount applied to the applicant's main residence and that retrospective awards were based on the date that the individual was medically certified as severely mentally impaired. The main point of contact was the Council Tax Helpline (01352 704848) where specialist officer teams would provide assistance with any queries. The Revenues Manager and Team Manager could also be contacted if required.

The statement would be emailed to all Members following the meeting.

#### **101. MINUTES**

The minutes of the meeting held on 14 February 2019 were submitted.

Minute 89: Council Fund Budget 2019/20 - reference to the officer recommendations would be removed from Councillor Heesom's final sentence.

Minute 90: Development of Capital Programme 2019/20-21/22 - Councillor Williams' comments on Theatr Clwyd would be amended for clarity.

Councillor Johnson moved that the minutes be approved with the two amendments, which was seconded by Councillor Hughes.

The Chairman took the opportunity to raise concerns that some Members were unaware of how to access password-protected Part 2 exempt reports on their iPads. Councillor Johnson said that Group Leaders should be reminded of the support available from the ICT team.

The Democratic Services Manager encouraged Members experiencing such difficulties to take note of the guidance which was periodically circulated or the offers of training and support from the ICT department.

#### **RESOLVED:**

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

## **102. ACTION TRACKING**

The Democratic Services Manager presented the progress report on actions arising from previous meetings and advised that the performance information workshop had been moved to 29 April.

As discussed at the February meeting, the Chief Executive had raised the suggested name change for Theatr Clwyd with senior members of the Board and the management team who would be retaining the brand for profile and continuity.

At the December 2018 meeting, Councillor Heesom had asked about further reports on the Flintshire Bridge due to his wider concerns about the implications on local road infrastructure and opportunities to influence those Welsh Government (WG) decisions. The Chief Executive repeated his response from that meeting including the commitment to share the cyclical report when the next inspection was due. The resource risks of future maintenance liability had been addressed in previous discussions.

The recommendations of the report were moved by Councillor Johnson.

### **RESOLVED:**

That the Committee notes the progress which has been made.

## **103. FORWARD WORK PROGRAMME**

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

- The 2018/19 outturn report to be scheduled for July.
- The pay modelling report, incorporating Councillor Woolley's request on Job Evaluation Questionnaires and Job Descriptions, to be brought forward to May if possible.
- To remove the Revenue Budget Monitoring report from May to enable focus on early closure of the accounts, with an update on capital and revenue to be received in July.

Councillor Woolley commented that his previous suggestion on the Asset Register should be a separate item from the Asset Management Plan which was due in October. The Chief Executive asked that Councillor Woolley share the nature of his specific concerns if an earlier report was needed.

In response to Councillor Johnson's query on the North Wales Economic Ambition Board, the Chief Executive said that the core work was under the remit of the Community and Enterprise Overview & Scrutiny Committee. He suggested that the approach to scrutinising key decisions on Reserved Matters be discussed with Overview & Scrutiny Chairs once the Heads of Terms had been agreed during the Summer.

Councillor Johnson asked about arrangements for scrutinising decisions by Welsh Local Government Association (WLGA) and receiving reports back from Council representatives on those groups. The Chief Executive said that specific activities could be considered by the relevant Overview & Scrutiny Committees. He suggested that the WLGA Leader and Chief Executive be invited to participate in a future Member workshop before the August recess to link with the Council's work on the budget.

Councillor Roberts explained that he provided feedback to the Education & Youth Overview & Scrutiny Committee on the outcomes of national meetings that he attended in his capacity as Cabinet Member for Education. Whilst welcoming the additional funding for repairs and maintenance in schools and the costs provided for teachers' pensions, he raised concerns about the significant additional duties placed on schools and councils from Additional Learning Needs reform in Wales which was referenced in the next item.

Councillor Heesom welcomed further updates on the North Wales Growth Bid and encouraged all Members to access information on WLGA meetings.

The recommendations were proposed by Councillor Johnson and seconded by Councillor Axworthy.

**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.

**104. MEDIUM TERM FINANCIAL STRATEGY (MTFS) FORECAST UPDATE**

The Chief Executive introduced an update on the Medium Term Financial Strategy (MTFS) forecast for 2020/21-2022/23 prior to consideration by Cabinet. A joint presentation with the Corporate Finance Manager covered the following:

- The financial forecast as at February 2019
- Review of pressures
  - Pay/workforce
  - Social care demands
  - Education pressures
  - Corporate financing pressures
  - Other pressures - updated and new
  - Risks
- Next steps
- Timeline

Since the report to County Council in February, the impact of reviewed existing pressures, new and emerging pressures and the additional use of reserves agreed at the budget stage had increased the forecasted budget gap for 2020/21

to £13.320m. There were a number of pressures including assumptions on teachers' pay, and the investment in Marleyfield Residential home and Holywell extra care which would help to meet service demand and offset further pressures. The estimated initial impact of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 was a new pressure with significant cost implications for all councils.

The Chief Executive advised that a large majority of the budget gap could only be funded by reform of national policy. The views of the Committee and Cabinet would help the cross-party group to work with the Welsh Local Government Association (WLGA) in engaging with Welsh Government (WG). The evidence-based case for increased national funding consisted of three main building blocks:

1. Inflation protection against core costs e.g. pay and pensions;
2. Severe service pressures, e.g. Out of County Placements and Looked After Children; and
3. Full funding of new legislation e.g. Additional Learning Needs (ALN).

Councillor Roberts highlighted the importance of the cross-party group working together to formulate a response to the Minister for Local Government including the need to provide funding for national pay awards.

Following a question by Councillor McGuill, the Corporate Finance Manager explained that unused allocations had been put back into reserves to maintain prudent levels but that some risks had exceeded the amount of funding available. He reminded Members that reserves were only for use on a one-off basis.

Councillor Axworthy spoke in support of a review of national funding policy. She suggested that the 2016 Commission on local government finance in Wales - to which Flintshire had been a primary contributor - be re-visited and tailored for relevance at this stage to support the case to WG. The Chief Executive said that there had been a lack of progress on the report's recommendations and confirmed that representations on the funding formula were within the terms of reference for the cross-party working group. He agreed that the report would be circulated to all Members as it was included in the reading list for the working group.

Councillor Heesom said that a mechanism was needed to ensure that respective Overview & Scrutiny Committees were satisfied with portfolio spend. In welcoming Member involvement on the budget, Councillor Roberts said that the majority of expenditure was outside the Council's control as it was directly allocated to support schools, social care, etc. He said that the Council Tax increase for 2019/20 had been a difficult decision for Members, despite the expectation from WG for a 6.5% increase across Wales, and he hoped that the Council would not be put in a similar position again. The way forward was to work together through the cross-party group and with other councils to make the funding case in advance of the budget-setting stage.

The Chief Executive said that notwithstanding the support of the cross-party group, there were no plans to revise the budget process which had received positive feedback from Members over several years. He reiterated the advice given

throughout the process in 2018/19 that there were no further safe options remaining for service cost reductions of scale. There was a clear alignment of officers to Committees which determined their own workload.

In response to further comments, the Chief Executive said that whilst there had been some success on specific grants, the case remained for some to be included with the Settlement. He provided explanation on the transport anomalies referred to in the presentation.

Councillor Woolley recalled working with the WLGA in previous years to request that WG consider what proportion of funding should be held centrally and what was best allocated regionally and locally, and that this was still continuing.

In acknowledging the value of the National Health Service, Councillor Roberts spoke about the link with social care services which should also be given priority for national funding.

Councillor Johnson welcomed the detailed overview of the forecast for 2020/21 and the high level forecast up to 2022/23, asking if more detail on the three year forecast could be shared with Overview & Scrutiny Committees to enable Members to see the direction of travel. Officers agreed and provided a brief overview of the approach to developing the forecast which evolved as pressures changed throughout the year.

The Corporate Finance Manager provided clarification to Councillor Bateman on projected parking and enforcement pressures based on existing usage.

Councillor McGuill urged officers to continue extending an invitation to Assembly Members to meet with the Council so that they could gain a greater understanding of the impact of WG decisions on local government budgets. Her comments were endorsed by Councillor Hughes.

The Democratic Services Manager gave assurance that ongoing attempts would continue. Members were asked to do their best to encourage AMs to take up the offer.

Following his earlier comments, Councillor Heesom questioned the Council's approach to controlling spend at an earlier stage in the budget process. In response, he was reminded that all six Overview & Scrutiny Committees had formally concluded, in agreement with officer advice, that no further safe options had been identified. The potential 15.2% increase in Council Tax which had been reported at an earlier stage had been reduced markedly as a result of an improved Final Settlement.

The recommendations were moved by Councillor Woolley and seconded by Councillor Hughes.

A summary of the points raised would be reported to Cabinet.



## **RESOLVED:**

That the presentation be noted and comments referred to Cabinet.

### **105. REVENUE BUDGET MONITORING 2018/19 (MONTH 11)**

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 11 prior to consideration by Cabinet. The report reflected the budget position at the close of the financial year and the outturn position due to be reported in July was not expected to significantly differ unless there were late changes to demand levels of services.

On the Council Fund, there was an operating surplus of £0.931m which was a positive movement of £0.188m compared with the previous month. As work was underway on closing the accounts, the risks of significant changes to the outturn had diminished. It was assessed that 96% of planned in-year efficiencies would be achieved by year-end.

On reserves and balances, taking into account the current projected underspend and previously agreed allocations, the balance on the Contingency Reserve was projected to be £8.715m. As previously agreed by Council, the amount used to assist in closing the budget gap on a one-off basis reduced the total available balance to £6.494m. Cabinet would be asked to approve allocations from the Contingency Reserve for investment in change and the new requirement to operate a Sustainable Drainage System Approving Body as set out in the report.

In seeking more clarity on budget variances, Councillor Heesom said it was crucial that the breakdown of portfolio expenditure appended to the report had been considered by the relevant Overview & Scrutiny Committees. The Chief Executive spoke about the impact on resources to take such an approach and that instead the practice was for each of the Committees to receive information on efficiencies and pressures within their respective portfolios in addition to budget issues arising as part of regular performance reporting. If there were concerns about a particular topic, they were signposted to the relevant Committee or at the request of the Corporate Resources Overview & Scrutiny Committee as had been done previously.

Councillor Heesom requested an updated breakdown of Central and Corporate Finance expenditure. The Chief Executive said that a future report would be scheduled on the Forward Work Programme.

In response to Councillor Bateman's query on school delegated budgets, the Corporate Finance Manager would provide details of the percentage allocated to employee salaries which was the higher proportion of those budgets.

The recommendations were proposed by Councillor Heesom and seconded by Councillor Johnson.

**RESOLVED:**

That the Committee supports the recommendations made in the Cabinet report for 16 April and confirms that there are no concerns which it wishes to have raised at Cabinet this month.

**106. FEEDBACK FROM THE MEMBER COMPLAINTS AND CASE HANDLING WORKSHOP**

The Chief Executive introduced a report providing feedback and progress on actions from the Member workshop on complaints and case handling.

Councillor McGuill reported a problem receiving responses to repeat complaints which had been logged on the system.

Councillor Woolley advised that some members of the public had experienced difficulty contacting officers by telephone.

The Chairman said that a matter around the issuing of brown bin permits had resulted in residents giving up on long waits in trying to contact Streetscene. He had experienced the same when trying to resolve those residents' queries. He also spoke about the continued reluctance of some officers to include their Council mobile phone numbers within their email signature.

The Chief Officer (Governance) agreed to follow up the issues and advised that the guidelines had been re-circulated to officers. He referred to the impact of absences and vacancies within the Contact Centre during high demand for services and reported that Rebecca Jones had now been appointed as the strategic manager responsible for ensuring that the Contact Centre was operating effectively.

The Chief Executive provided explanation on the standards for agile working and the expectation for those individuals to be accessible. He asked that Members refer cases of repeated problems in accordance with the agreed arrangements.

Councillor Johnson suggested that Members' email addresses be changed to include 'cllr'. In response, the officers said that the title was evident from email address 'properties' and should be reflected on individual email signatures. As agreed at the workshop, responses to Members' complaints could only be prioritised for non-routine matters.

Councillor Heesom commended the workshop and the lead officer involved. He said it was important that Members were not restricted in making representations and that the word 'appropriate' be replaced with 'proportionate' on the list of general principles shown on the presentation slides.

It was agreed that an update on progress with the action plan would be scheduled for July.

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

**RESOLVED:**

That the Committee supports the actions identified at the all Member workshop.

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

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

(The meeting started at 10am and ended at 12.20pm)

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**Chairman**

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 9 May 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 April 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
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	Summer 2019
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	When available
17.01.19	9. Finance and Business Planning Cycle	A workshop be held to consider how the Council and particularly the Overview & Scrutiny committees could best use the performance information for organisational planning and monitoring.	Karen Armstrong/ Robert Robins	Workshop postponed twice due to low take up. Now to be end of May.	End of May 2019
14.02.19	5. Forward Work Programme	1. Asset management plan for Q3. 2. Dashboard of measures to be considered in April (after the 27 <sup>th</sup> March workshop)	Robert Robins	FWP amended  Workshop postponed due to low take up.	Immediate
11.04.19	Apologies	Letter to Cllr Cunningham	Robert Robins	Letter sent 11 <sup>th</sup> April.	Completed.
11.04.19	Urgent item – Statement on Council tax Exemptions	Statement to be emailed to all members	David Barnes	Circulated 12 <sup>th</sup> April	Completed.
11.04.19	Minutes	Amendment required	Sharon Thomas	Amendment made	Completed.

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
11.04.19	Forward Work Programme	<ol style="list-style-type: none"> <li>1. 2018/19 Out-turn report for July.</li> <li>2. Bring forward the Pay modelling report to May</li> <li>3. RBM capital and revenue in July.</li> <li>4. To discuss with OSC Chairs the approach to scrutinising decisions on NWEAB Reserved Matters at a later stage.</li> <li>5. To invite WLGA reps to a meeting with Members before the August recess.</li> </ol> Update on progress with the Member Complaints system to be received in July	Robert Robins	1-3 completed . 4 and 5 to be determined	End of May 2019
11.04.19	MTFS Forecast Update	<ol style="list-style-type: none"> <li>1. Include the 2016 Review of Local Government Finance on the reading list for the Cross party working Group.</li> <li>2. Mechanism to ensure O&amp;SCs are satisfied with expenditure levels.</li> <li>3. Share detail of 3 year forecast to that Members can see the direction of travel including Council Tax predictions.</li> <li>4. Invite AMs to a meeting to help them understand the impact of WG decisions on local government budgets</li> </ol>	Joanne Pierce (1)  Robert Robins (2-4)	<ol style="list-style-type: none"> <li>1. Included and circulated.</li> <li>2 and 3 to be determined.</li> <li>4. 5<sup>th</sup> July meeting. All Members to be informed.</li> </ol>	1 . Completed.
11.04.19	Revenue Budget monitoring 2018/19 Month 11	<ol style="list-style-type: none"> <li>1. Leader and statutory officers informed that the committee have no specific concerns to be raised.</li> <li>2. Future report on the breakdown of Central &amp; Corporate Finance</li> <li>3. Percentage of school delegated budgets allocated to salaries</li> </ol>	Robert Robins  Gary Ferguson	<ol style="list-style-type: none"> <li>1. Email sent 11.04.19</li> <li>2. to be determined.</li> <li>3. Sent before meeting</li> </ol>	1. Completed.



Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
11.4.19	Feedback from the Member Complaints and Case Handling Workshop	To pursue individual Member's concerns with them directly	Rebecca Jones	Officer asked to make contact	By May meeting.

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 9 <sup>th</sup> May 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 2019/20

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 13th June 2019 10am	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	
	Year-end Workforce Information Report	Monitoring	Sharon Carney/ Andrew Adams
	Year End Council Plan monitoring Report	Monitoring	Karen Armstrong
	Dashboard of Measures	Progress chasing and monitoring (assuming that the workshop has been held by then)	Karen Armstrong
Thursday 11th July 20-19 10am	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	
	The Revenue Budget Monitoring 2018/19 Outturn	Monitoring	Sara Dulson
	Revenue Budget Monitoring 2019/20 Interim	Monitoring	Sara Dulson
Thursday 19th September 2019 10am (To be confirmed.)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	
	Community Safety Partnership Annual report	Assurance	Sian Jones  Karen Armstrong

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

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	Council Plan Q1 Monitoring Report	Monitoring	Andrew Adams
	Workforce Information 2019/20 Q1 report	Monitoring	
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 17 <sup>th</sup> October 2019 10am (To be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	Neal Cockerton
	Asset management plan	Review	Sara Dulson
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	
Thursday 14 <sup>th</sup> November 2019 10am (To be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	Karen Armstong
	Council Plan Q2 Monitoring Report	Monitoring	
	Workforce Information 2019/20 Q2 report	Monitoring	Andrew Adams
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 12 <sup>th</sup> December 10am (To be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson



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

Thursday 16 <sup>th</sup> January 2020 10am (to be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	Sara Dulson
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	
Thursday 13 <sup>th</sup> February 2020 10am (to be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	Karen Armstrong
	Council Plan Q3 Monitoring Report	Monitoring	Andrew Adams
	Workforce Information 2019/20 Q 3	Monitoring	Sara Dulson
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	
Thursday 12 <sup>th</sup> March 2020 10am (to be confirmed)	Action tracking	Progress chasing	Robert Robins
	Forward Work programme	Approval	Sara Dulson
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	

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Q3 (2019/20) - 13<sup>th</sup> February 2020

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday 9 May 2019
<b>Report Subject</b>	Review of Pay Policy and Pay Model
<b>Cabinet Member</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Chief Executive and Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report updates on (1) progress made on pay modelling review work for the implementation of the second year of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) and (2) changes made as part of the maintenance of the Single Status Agreement (2014).

Year Two of the NJC pay agreement includes the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like 'read across' our pay model would be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality. Therefore, our pay model has been fundamentally reviewed to accommodate the national pay agreement. Any new model needs to pass the tests of being legal and equitable, workable and sustainable, acceptable and affordable.

The Council has set budget provision aside in the 2019/20 budget to meet the costs of the pay agreement. The Council also has to have a competitive pay model, to ensure that we can recruit and retain, and aspires to become a Foundation Living Wage Employer (as set out in the draft Council Plan for 2019/20).

In January 2019 Cabinet invited the Chief Executive to conclude negotiations with the Trade Unions and to agree and implement a revised pay model using his delegated powers provided that:-

- (a) the new pay model meets the tests as set out in the report;
- (b) the new pay model passes an independent Equality Impact Assessment; and
- (c) the recurring base cost does not exceed the provision within the draft 2019/20 budget by a tolerance greater than 5%.

If the Council is to maintain the integrity of the pay model, it is important that organisational structures are regularly reviewed. This extends to the design of individual job roles and responsibilities. Maintenance ensures the continued fairness, equitability and affordability of the pay and grading structure in compliance with Equal Pay Legislation. The Council's framework for maintaining job design is the Job Evaluation Policy.

## RECOMMENDATIONS

1	That the Committee (1) notes and welcomes the progress made in reviewing the Pay Model to incorporate the national pay agreement and (2) notes the other information contained within the report.
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## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND</b>
1.01	All National Joint Council (NJC) local government employees experienced a nationally imposed three year pay 'freeze' from 2010 – 2013. Pay for the rest of the public sector was 'only' frozen for two years. Those on the lowest pay points 6 – 12 (8-12 locally) are paid below the UK Foundation Living Wage rate of £8.45. The national pay agreement aims to address low pay directly.
1.02	Public sector pay increases have generally remained at 1% since 2013. Whilst there have been pay rises above 1% at the low end of the pay spine to keep pace with the National Minimum Wage (since its introduction in April 2016) employees above SCP18 have received pay rises of only 1% annually since 2013.
1.03	The differential in pay between grades introduced to prevent equal pay claims post the Single Status Agreement has been eroded over last two years as a result of increases at the lower end of the pay scale. This has resulted in wage compression and has compromised recruitment and retention in a number of occupational groups.
1.04	Collective agreements reached by the NJC are incorporated into contracts of employment. Year one of the two year pay agreement was implemented in June 2018 with the increase back-dated to 1 April 2018.
1.05	Year two of the NJC pay agreement includes the introduction of a 'new' pay spine with assimilation to newly created spinal column points. Introduction locally necessitates fundamental change to the pay model/spine which we

	<p>operate as follows:</p> <ul style="list-style-type: none"> <li>• a lowest pay rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP)1 (equivalent to old SCPs 6 &amp; 7 );</li> <li>• the 'pairing off' old SCPs 6-17 incl. to create new SCPs 1-6 inclusive;</li> <li>• equal steps of 2.0% between each new SCPs 1 to 22 incl. (equivalent to old SCPs 6-28 inclusive.);</li> <li>• new SCPs 10, 13, 16, 18 and 21 are created to which no old SCPs will assimilate (by creating equal steps between these pay points); and</li> <li>• a 2.0% pay increase on new SCPs23 and above (equivalent to old SCPs 29 and above).</li> </ul>
1.06	Annual progressive pay increments due on 1 April were implemented as normal for those eligible.
	<b>Pay Modelling</b>
1.07	<p>If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like or 'read across' basis our pay model would no longer meet our organisational design and pay policy principles, and might not be free from challenge on the grounds of gender inequality. The following impacts would be seen on our pay model:-</p> <ul style="list-style-type: none"> <li>• overlapping grades;</li> <li>• large pay 'jumps' between grades;</li> <li>• non-incorporation of the newly created spinal points;</li> <li>• large differentials between the bottom and top of some grades;</li> <li>• an inconsistent number of spinal points per grade; and</li> <li>• reduced protection against potential equal pay claims through the erosion in certain grades.</li> </ul>
1.08	<p>A number of options were considered by a senior officer group which oversees maintenance of employment terms and conditions and cost (consisting of the Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Senior Manager Human Resources and Organisational Development, and members of the Human Resources and Finance Teams).</p> <p>The options reviewed were as follows:</p> <ol style="list-style-type: none"> <li>1. implement the national pay award using the national model;</li> <li>2. leave the current grade boundaries as they are and amend the spread of spinal points within each grade; or</li> <li>3. a full review of the pay and grading structure including amending grade boundaries and the spans of spinal points.</li> </ol>
1.09	<p>The third option was the only feasible option on the grounds that it could achieve:</p> <ul style="list-style-type: none"> <li>• an effective pay structure, linked to jobs at this level with clear design principles, such as grade spans of between 5% and 10% and no grade overlaps;</li> <li>• a more equal spread of job evaluation points;</li> </ul>

	<ul style="list-style-type: none"> <li>• addressing the gap between the Greater Local Provincial Council (GLPC) and the senior Hay evaluated positions to support recruitment and retention;</li> <li>• accredited Foundation Living Wage Employer status; and</li> <li>• bringing employees on other terms and conditions into scope, for example, JNC Craft or 'red book' employees, to simplify employment policy and management.</li> </ul>
1.10	<p>A number of meetings with the Trade Unions and representatives of the officer group have progressed positively and decisively with a number of 'models' being developed, considered and/or ruled out for not meeting all of the objectives set by the group.</p> <p>In January 2019 Cabinet invited the Chief Executive to conclude negotiations with the Trade Unions and agree and implement a revised pay model using his delegated powers provided that:-</p> <p>(a) the new pay model meets the tests as set out in the report;  (b) the new pay model passes an independent Equality Impact Assessment; and  (c) the recurring base cost does not exceed the provision within the draft 2019/20 budget by a tolerance greater than 5%.</p> <p>Local agreement was reached on the preferred model in March 2019. The overall outcome of the new model, not only results in the implementation the new national pay spine provided for as part of the two year agreement, but achieves a smoothed pay spine, addresses pay parity and addresses the gap between our Greater London Provincial Council (GLPC) core pay and Hay senior pay scales.</p>
1.11	<p>The new pay model has passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable.</p> <p>Initial communications to employees were circulated 19 March 2019. It has been agreed (and communicated) that the effective date of the new pay model is 1 April 2019. The target date for implementation date is July 2019, backdated to April 2019. Increments due on 1 April 2019 have since been applied.</p>
1.12	<p>In addition to an internal Equality Impact Assessment, an independent Equality Impact Assessment was commissioned which in summary found the proposed amendments to the pay and grading structure to be a positive development that achieves the following:</p> <ul style="list-style-type: none"> <li>• a better relationship between the pay arrangements of those covered by the NJC for local government services and Chief Officers</li> <li>• all grades consist of an equal number of increments</li> <li>• a narrowing of the overall gender pay gap in basic pay</li> <li>• a greater percentage increase in salary for female employees</li> <li>• no bias in terms of gender as a result of the proposed assimilation to grade</li> </ul>
1.13	Each of the recognised Trade Unions UNISON, GMB and UNITE having

	referred the proposed model and independent Equality Impact Assessment to their respective regional offices have sought and gained approval to implement the new Pay and Grading Structure as a negotiated and updated revised collective agreement. Final approval was given in mid-April.
1.14	Work has now commenced on the implementation of the pay model. The first critical activity being a data cleanse and realignment of portfolios on iTrent which has at the time of writing been completed. The new model will be applied in a test environment for vigorous testing before being transferred into the live environment.
	<b>Maintenance of the Single Status Agreement, and Organisational Change and Redesign</b>
1.15	<p>Preserving the integrity of the pay model is critical if we are to protect the Council from equal pay claims. Governance of the ongoing maintenance and monitoring of the Single Status Collective Agreement ensures the integrity of the Agreement is preserved. This is achieved in part through the provision of regular Equal Pay Audits and follow-up action plans, in addition to service redesign.</p> <p>The formal system used by the Council to evaluate jobs that were in scope of the Single Status Agreement is known as the Greater London Provincial Scheme (GLPC). Using an objective Job Evaluation Scheme helps to ensure that there is clear rationale for the value attached to all positions, and that the Council's remuneration schemes comply with employment legislation, in particular the Equal Pay Act.</p>
1.16	<p>Job evaluation and review is the ongoing process of evaluating new roles and reviewing existing roles that change over time. Requests for job evaluation and review are made by management based on the business needs of the department, usually as either:</p> <ul style="list-style-type: none"> <li>• the result of organisational redesign;</li> <li>• the need for new work to be undertaken; or</li> <li>• because the demands of a role have changed significantly.</li> </ul> <p>The Council's Job Evaluation Policy (Appendix B) details the criteria measured during job evaluation. Positions are measured using information provided in the Job Evaluation Questionnaire submitted by the line manager and how the position relates to the ten scheme specific factors which include supervision/management of people, creativity and innovation, contacts and relationships, decisions, knowledge and skills.</p>
1.17	The majority of services within portfolios have been through some degree of organisational change since the implementation of the single status agreement in June 2014. On each occasion, this necessitates a review of the operating model including structures, roles and responsibilities. These reviews are essential to ensure that services can adapt and respond to the changing external environment and be delivered in the most cost effective way.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There is base provision within the draft 2019/20 Council Fund Budget of £3,250,910 (inclusive of the £1,084,012 year one pay pressure). The provision was derived from an initial calculation and is sufficient to meet the cost of the new pay model.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultations have taken place with Chief Officers and their portfolio management teams.</p> <p>Consultations have also taken place and concluded with the recognised Trade Unions.</p>
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A local authority could be at risk of challenge from its employees in addition to the recognised trade unions if it fails to implement the nationally agreed pay award or a suitable alternative negotiated and agreed locally.
4.02	Collective working has ensured that the pay modelling undertaken has progressed positively in broad alignment of the principles governing the nationally agreed pay award for 2019/20.
<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix A – LGS Pay Circular dated 10 April 2018</p> <p>Appendix B – Job Evaluation Policy</p>
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development</p> <p><b>Telephone:</b> 01352 702139</p> <p><b>E-mail:</b> <a href="mailto:Sharon.carney@flintshire.gov.uk">Sharon.carney@flintshire.gov.uk</a></p>
<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>LGS – Local Government Services</p> <p>NJC – National Joint Council</p> <p>GPLC – Greater London Provincial Scheme</p> <p>Hay Job Evaluation – nationally recognised Job Evaluation Scheme for senior management other work groups</p>



# Job Evaluation Policy



2018-2021

## Document Control

### Overview

<b>POLICY</b>	Job Evaluation Policy
<b>OWNER</b>	HR Policy & Reward Advisor
<b>NOMINATED CONTACT</b>	Sian Croston ( <a href="mailto:sian.croston@flintshire.gov.uk">sian.croston@flintshire.gov.uk</a> ) Rachel Roberts ( <a href="mailto:Rachel.roberts@flintshire.gov.uk">Rachel.roberts@flintshire.gov.uk</a> )
<b>REVIEWED BY</b>	OD Team
<b>DATE OF LAST REVIEW</b>	June - September 2018
<b>DATE OF NEXT REVIEW</b>	September 2021
<b>RELATED DOCUMENTS</b>	Organisational Change and Redundancy Policy

### Revision History

Version	Issue Date	Author	Summary of Changes
V1	1 <sup>st</sup> October 2018	Sian Croston	Version 1 – New policy to replace Single Status Maintenance Policy

### Consultation

Version	Who	Date
V1	HR, Trade Unions, Management, OD Officers, COT	Summer 18

### Approval

Version	Who/Where	Date
V1	FJTUC	18 <sup>th</sup> September 2018

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## 1.0 Introduction

Job evaluation is a tool for determining the ‘size’ of a job, usually in the form of a number of ‘points’ (i.e. a job with 400 points is a bigger job than one with 200 points). It also allows Flintshire County Council to compare different jobs across the organisation, which in turn enables us to determine where jobs should be placed on the pay scale, thus ensuring equal pay for work of equal value.

## 2.0 Aim

The policy aims to provide a framework to ensure the continued fairness, equitability and affordability of the pay and grading structure in line with Equal Pay Legislation.

The Council therefore aims to establish and maintain a system which offers the same salary grades for work assessed to be of equal status throughout the Council.

The formal system used by the Council to evaluate jobs that are part of the Single Status Agreement is known as the Greater London Provincial Scheme (GLPC).

Using an objective Job Evaluation Scheme helps to ensure that there is clear rationale for the value attached to all positions, and that the Council's remuneration schemes comply with employment legislation, in particular the Equal Pay Act.

## 3.0 Scope

This policy applies to all employees employed on Green Book conditions of service and part of the Single Status Agreement. This includes both Flintshire County Council employees and Schools based staff where roles are measured using the GLPC scheme, with the exception of:

- Chief Officers
- Solbury and Craft Workers
- Youth Workers
- Teachers
- Modern Apprenticeships
- Other National agreed schemes that are applied at a local level.

Alternative arrangements are in place for School Support Staff and Employees working at Theatre Clwyd, who have a separately agreed House Agreement. Please see section 6.0 and 7.0 below.

## 4.0 About Job Evaluation

### 4.1 What is Job Evaluation?

Job Evaluation (JE) is a technique for determining the value or worth of a job or position on the basis of job content.

JE looks at the content of the job (e.g. main responsibilities and activities) and scores this against a number of different factors or criteria. On the basis of the total JE score awarded to a job

description/questionnaire, each position is allocated to a grade within one of the Council's grading structures.

## 4.2 Why do we use Job Evaluation?

Using an analytical job evaluation scheme with common criteria to evaluate and grade positions, maintains relativities and fairness and helps to ensure that the Council complies with the requirements of the Equal Pay Act and ensures jobs are measured objectively.

## 4.3 What does Job Evaluation assess?

JE is focused on the essential requirements of the position and does not take into account the actual skills and experience of the current post holder or their personality or performance. JE does not evaluate the individual person occupying the job nor does it take into account factors external to the Council (e.g. salaries of jobs in the public and private sector).

## 4.4 What Job Evaluation Scheme does the Council use?

GLPC (Greater London Provincial Scheme). The decision to use this Scheme (GLPC) was made corporately by the Council, following consultation with Trade Unions.

## 4.5 What criteria are measured during Job Evaluation?

Positions are measured using information provided in the Job Evaluation Questionnaire submitted by the Line Manager and how the position relates to the following GLPC scheme factors.

<b>CRITERIA</b>	<b>DETAIL</b>
Supervision/Management of People	Measures the degree of responsibility for the supervision/management of employees.
Creativity and Innovation	Considers the extent to which the work requires innovative and imaginative responses to issues and problem resolution and the extent that work is carried out within guidelines.
Contacts and Relationships	Purpose, content, potential outcome and conflict/stress of a contact are more important factors than the status of the person/organisation with whom the contact is made.
Decisions – Discretion	Requirement to make decisions or recommendations as a regular feature of work, how closely need to follow guidelines/processes.
Decisions – Consequences	Consequences of the above decisions/recommendations. Degree of supervision over the decisions is also considered.

Resources	Assess personal accountability for physical and financial resources.
Work Demands	This element considers the impact of deadlines, frequency of changing demands and resolution of conflicting priorities.
Physical Demands	Considers the amount and continuity of physical effort required.
Working Conditions	Exposure to disagreeable or unpleasant working conditions.
Work Context	Considers potential risk to health and general well being.
Knowledge and Skills	These may include technical, professional, operational or specialist disciplines as well as levels of understanding and skills necessary for the posts.

#### 4.6 When can I get a Job Evaluated?

Job Evaluation is undertaken when a new post is created, or where substantial changes have taken place to the job requirements for an existing post.

This process is also used when a department is undergoing a restructure – please review the Organisational Change and Redundancy Policy for further information.

### 5.0 The Job Evaluation Procedure

Phase 1 – Wider Organisational / Structural Change	
Step 1	Portfolio area identifies a need to change the structure and/or to redesign roles. Manager requests support in Organisational Design/Restructuring/Service Redesign from HR Business Partner (HRBP). The business case for structural change and design principles for the restructure will be developed. HRBP requests appropriate support from OD Officer to support the design and provide challenge to the proposed organisation changes.
Step 2	Manager convenes a team consisting of HRBP, Manager and OD Officer to develop the structure/job outline. The purpose of the team will be to have detailed, documented discussion using the design principles on processes, ways of working, workflow, structural changes including hierarchy, reporting lines and spans of control. If not already started, consultation processes with Employee Representatives/Trade Unions will commence.

Step 3	Chief Officer Approval to progress to Phase 2 – detailed Job Design (Chief Officer will consider whether there has been sufficient challenge and testing of the proposed structural changes).
<b>Phase 2 – Job Design</b>	
Step 4	<p>The Organisational Design Officer will work with the Manager and designated project members to:</p> <ul style="list-style-type: none"> <li>- Create an appropriate Job Description and Person Specification using the short GLPC Questionnaire.</li> <li>- Produce an acceptable role profile.</li> <li>- Produce an <b>indicative</b> grade referencing the jobs at this level document. The Manager will then submit a <b>Shortened</b> evidence based questionnaire to the JE Team via the electronic database.</li> </ul>
<b>Phase 3 – Job Evaluation and Outcome</b>	
Step 5	<p>The Approved questionnaire is <b>evaluated</b> by a joint gender balanced (where possible) panel consisting of the OD Officer, Trade Union Representative and another independent and trained representative. The panel will review the Job Design, departmental structure and relativity, organisational context and whole organisational relativity.</p> <p>It is assumed at this stage that any structure design has had sufficient information and design input and the correct level of approval to proceed.</p> <p>Outcome is formally documented.</p>
Step 6	<p>Validation</p> <p>An <b>independent</b> and <b>trained</b> person (usually either a HR Officer, OD Officer, HR Policy &amp; Reward Advisor or Trade Union Official) will review the Job Evaluation outcome and score against the information provided and the Jobs at this level document. They will consider the overall outcome, reviewing consistency, grade compression and assessment against the rank order of the Council.</p>
	<p>In the unlikely event that the validator has challenge or concern regarding the outcome of the validation, then the process will be as follows:</p> <ul style="list-style-type: none"> <li>- Validator to provide specific documented observations.</li> <li>- The OD Officer would refer the Job back to the persons involved in the Job Design in Phase 2 above where the Manager/OD Officer will: <ul style="list-style-type: none"> <li>- Revisit the JEQ content with the Manager, and where appropriate, amend the JEQ content.</li> <li>- Review the Role Profile.</li> <li>- Re-Present for Evaluation.</li> </ul> </li> </ul>

Step 6	<p>Confirmation of Outcome of Job Evaluation</p> <p>Outcomes are finalised and the HRBP and Manager are informed of the outcome. The outcome will detail the total number of points awarded and the breakdown of the levels that were awarded against each of the GLPC factors/criteria. The Manager has the right of appeal, however given the early involvement of the Manager in Phase 1 and 2 an appeal would not be expected.</p> <p>No maintenance requests can be considered for a minimum of 6 months.</p>
<b>Phase 4 - Appeal of Job Evaluation Outcome</b>	
Step 7	<p>The appeal should be approved and submitted by the Line Manager/Headteacher within 21 days of the panel results being issued. In the appeal submission, new evidence <b>cannot</b> be submitted. The appeal submission can only be in the basis that it is believed the panel has misinterpreted evidence in the JEQ or there is a job of equivalent duties that has been graded more highly.</p>

## 6.0 Job Evaluation in Flintshire Schools

School support employees have been aligned to one of 33 agreed role profiles. These have been agreed and confirmed by Head teachers in July 2011. These role profiles are organised into differing areas as detailed in Appendix 1.

If schools support employees job duties have changed since being aligned, then they will need to follow the process as detailed in section 9. Posts cannot be realigned to another role profile without clear justification through the maintenance process.

If an employee resigns and the school is planning a direct replacement, there is no requirement to involve Job Evaluation. However, if there is a planned change to existing duties, the School should refer this to the Job Evaluation Team who will provide confirmation and/or advice on the appropriate Profile match and grade.

If a brand new post is being created, the school should provide the Structure Chart, Job Description and Person Specification and follow the procedure as detailed in Section 5 above.

## 7.0 Job Evaluation in Theatr Clwyd

Posts within Theatr Clwyd have been aligned to profile descriptors which are matched to a grade. It does not use the GLPC factor based point's scheme, it is a simplified "best fit" approach which has been equality impact assessed. This approach and the descriptors were



agreed as part of the Theatr Clwyd House Agreement in 2016. Please see Appendix 1 for Profile Descriptors.

Any new posts within the Theatre, should be developed following the principles of the procedure as determined in Section 5 above.

If the duties of the post have changed since the implementation of the House Agreement, then the maintenance process should be followed as detailed in section 9.

## 8.0 Alternative methods of Job Evaluation

There are other pockets of employees within the Council that use alternative methods of Job Evaluation. For Chief Officers, the Council uses the 'Hay' Scheme. All roles have access to the same four increments and progression though the range is based on performance. There may be other designated roles across the Council where the Hay scheme may be appropriate.

Soulbury, Youth Workers (JNC) and teaching employees utilise nationally agreed pay points to which roles are aligned too.

Craft employees (red book) have locally agreed roles and rates.

Further information can be obtained from the Councils annual Pay Policy, which can be found on the main Flintshire County Council website.

## 9.0 Roles and Responsibilities

### 9.1 Manager Responsibilities

- Consult with post holders on any changes to roles (job description and person specification) as part of organisational change.
- Provide full information to the OD Officer for each job requiring evaluation, using the shortened JEQ or relevant job maintenance form (in the case of maintenance, section 9 below).
- Provide a structure chart to allow the OD Officer to understand the context of the role.
- Provide contextual information explaining the background to the request for job evaluation.
- Keep post holders updated throughout the process.
- Apply the evaluated grade to the job.

## 9.2 Employee Responsibilities

- Employees have a responsibility to carry out the duties set out in their job description as determined by their line manager, and attain the competencies required to perform them at a satisfactory level.
- Engage in consultation with their manager around changes to their role and feedback in an open and constructive manner.

## 9.3 Role of the Job Evaluation Panel

- The panel will measure the information provided in the job evaluation request.
- The panel will follow the GLPC or appropriate alternative scheme and conventions, which ensures the process is transparent, fair and consistent.
- A member of the Panel will feedback the outcome of the Job Evaluation by email and provide further advice to assist the managers understanding of the outcome.

## 10.0 Job Maintenance

Flintshire County Council is committed to maintaining a fair, equitable and affordable pay and grading structure. Therefore there may be times when a job role may change and the affect that these changes have needs to be resized and rescored, compared to other roles within the organisation.

Maintenance can be initiated by the line manager/head teacher or the post holder(s). In all circumstances a request for maintenance will be management led and needs the agreement of the line manager/head teacher. The manager will need to acknowledge there has been a change to the role that should be measured at panel. If the manager does not think the role has changed, they will need to discuss this fully with the post holder and provide the rationale as to the reasons.

The HR/OD team are available for advice and it is recommended that line managers/head teachers speak with the HR/OD team prior to submitting any job evaluation maintenance paperwork. Recognised Trade Union representatives can also provide advice and support to employees prior to the submitting of any paperwork.

Where there has been a change in job content this will not always result in a change of grade, it will depend upon the impact of these changes on the JE score for the post.

Line managers/head teachers have a duty to ensure that the content of the role is accurately reflected in the JEQ and Job Description. **This includes where accountabilities are removed from a role.** This includes the numbers of staff that are managed or supervised. Changes to Knowledge and Skill (K&S) must be relative to the role and not the employee, the focus is about the qualifications, experience and skills that the role requires rather than what the employee currently holds.

Managers have a duty to manage their team in line with their allocated budget. The post holder has a right to be paid at the appropriate grade for the role they are undertaking, therefore if budget is a constraint, additional accountabilities should not be introduced.

It is acceptable and to be encouraged to take on some additional duties of higher responsibility for the purpose of personal development, and this will not provide the basis for a grading review. However, if this is done, it must be clearly identified as being a development activity, and must be structured, supported and time-limited, accordingly. There may be occasions where some additional higher level responsibilities are taken on for a limited period of time, and payment for undertaking these duties may be explored under the Additional Payments policy.

## 10.1 Maintenance (Re-grading) Procedure

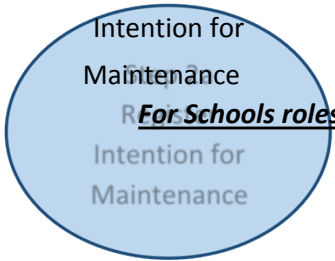
The line manager/head teacher/and/or employee(s) will identify a change with the content of a particular job and will discuss the perceived job content change with the line manager/head teacher/employee(s). The intention here is to reach agreement on whether there is a change and what is the change(s), and an agreed date of change. Advice from the OD team may be provided to managers at this stage. Where the line manager/head teacher and employee or employee group **cannot** agree regarding change in job content then the employee or employee group should seek further advice and support from their HR Business Partner/ OD Team and/or TU representative

Once the employee/group of employees and line manager/head teacher has agreed the change, the line manager/head teacher should email the OD team to register their "intention for maintenance". The OD team will make arrangements for a maintenance form to be released on the GLPC system, the changes must be completed on the electronic database.

Step 1  
Identify the  
change

1<sup>st</sup> C 18 11

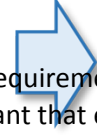
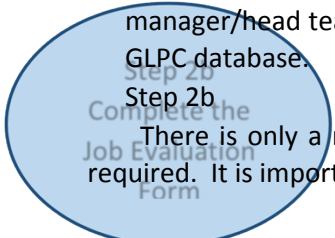
Step 2a  
Register



*For Schools roles only* a revised Job Description and Person Specification should be updated, clearly highlighting the new/changed responsibilities

and submitted to the OD Team. This will then be matched to a Schools profile by the Job Evaluation Panel.

When the changes have been agreed between the line manager/head teacher and employees, the manager/head teacher in consultation with the employees will complete the maintenance form on the GLPC database.



There is only a requirement to complete the sections on the form where a Complete the change is required. It is important that examples are provided under the

Job Evaluation factors of the scheme to back up changes specified in Main Duties and Responsibilities (MD&R) and/or Knowledge and Skill. Changes in

Step 3 – Submit the Maintenance Form

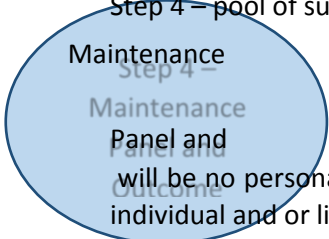


A Maintenance request must have the approval of your line manager/ head teacher in order to be submitted.  
The line manager/head teacher will submit the Maintenance form to the OD and ensure that all employee(s) in that post/generic group are aware the form has been submitted and have a copy of the relevant forms detailed above.  
The OD team will schedule the Maintenance panel and inform the line manager/head teacher of timescales.

on need to be included.

It is the line manager/head teacher responsibility to ensure the employees are kept up to date with planned timescales.  
The maintenance panel will normally consist of 3 members, drawn from a

Step 4 – pool of suitably trained facilitators based on availability.



This will comprise a gender mix and/or employer/trade union nominees.  
The maintenance panel will consider the papers put to them and there will be no personal representation by any individual. However, the panel Outcome may contact the individual and or line manager/head teacher to clarify any matters.

An independent validation check will be conducted to ensure consistency

Step 5 –  
Validate the  
Outcome

checks and job relativities are consistent across the different job groups.

The maintenance outcomes should be checked for consistency against:- Step 5 – □ Other evaluations completed by the same and other panels over an agreed period

- Other evaluations within the same occupational group and job family
- Other evaluations within the same pay band

Any queries raised by the validation check will be referred back to the OD team and further consideration of the information should be completed.

Step 6a –  
Communicate  
the outcome  
subject to Appeal

The outcomes will be released to the relevant manager. The panel will determine through evaluation one of the following outcomes:

1.2. confirm the original job evaluation score has stayed the same

3. confirm the original job evaluation has decreased the outcome These scores are subject to Appeal and only after any Appeal has been brought and determined will the results be implemented as at Step 6b.

It is the manager’s responsibility to communicate the results to the employee or generic group.

Step 6b –  
Implementation

Once the outcome has been notified, then:

- the line manager/head teacher of the post holder/s will complete the appropriate Establishment Control / iTrent paperwork/HR Step 6b – Forms – for increases and decreases in grade
- Employment services will formally confirm any changes in grade to the employee(s) in writing.
- the Payroll Team will effect any required change which will then be reflected in the employee’s pay.

The decision of the appeal panel is final.

### 11.0 Outcomes following re-evaluation (Maintenance)

Please note that JE scores, and subsequent grades, can go down as well as up following a maintenance request. It is important to be aware that a change in JE score does not necessarily mean a change in grade, it will depend upon the impact of the JE score relative to the grade boundaries

If on evaluation, a post is found to have a lower JE score which places it within a lower grade, pay protection will not apply. This is different to new roles as a result of a service review where pay protection would apply. Please refer to the Organisational Change and Redundancy Policy for further information.

If a post holder is currently on pay protection, following a service review for example, the pay protection will continue but there will be no further period of pay protection. The post holder will not receive any pay protection twice.

If on job evaluation, a post is found to have a higher JE score and therefore a grade increase, the increase is effective from the date the line manager/head teacher approved the maintenance request or if there is sufficient evidence to identify an earlier date. Check current arrangements

Pending a maintenance request, the current grade will be applied and thereafter any changes to grades and transitional arrangements will be in line with this policy.

### 11.1 Generic Posts

Maintenance can be raised on a group basis where the employees are in the same role. This means a circumstance where the same JEQ has been submitted for the same group of employees and where the job evaluation outcome was the same.

It is important to note, that all members of the generic group will be affected by the result of maintenance, and, as JE scores can go down as well as up, it is critical that every employee within a generic group is consulted with before any maintenance is submitted. At least 50% of employees within the generic group have to agree to the maintenance request in order for it to progress.

### 11.2 Maintenance Appeals

The maintenance procedure as detailed in Section 9 does offer a right of appeal, which must be approved and submitted by the Line Manager/Headteacher within 21 days of the panel results being issued. In the appeal submission, new evidence **cannot** be submitted. The appeal submission can only be in the basis that it is believed the panel has misinterpreted evidence in the JEQ or there is a job of equivalent duties that has been graded more highly.

## 12.0 Time Scales for Re-Evaluation of Jobs

In most cases a post will only be evaluated once in a rolling 12 month period. Where there has been previous evaluations, the date of the 12 month period will start from the date of the JE panel or Appeal panel, whichever is latest. If a post requires more than 1 evaluation in a 12 month rolling period, the Service Manager is to set out the specific reasons for the exception to the OD team before submitting the maintenance request.

Where a manager or post holder identifies that the post needs to go through maintenance, there should be no unreasonable delay in progressing all maintenance requests.

## 13.0 Honoraria

An honoraria is applicable where an employee undertakes some, but not all the duties and responsibilities of a higher graded post.

In this scenario, any additional duties will be evaluated via the panel. If the additional duties do attract a higher JE score than their substantive post, the grade will be applied that refers to the relevant score.

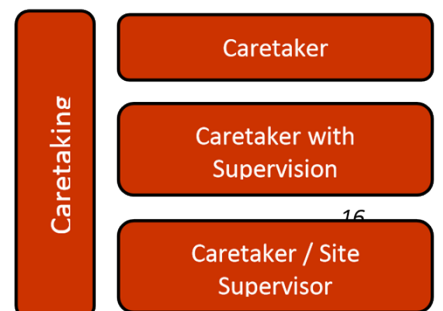
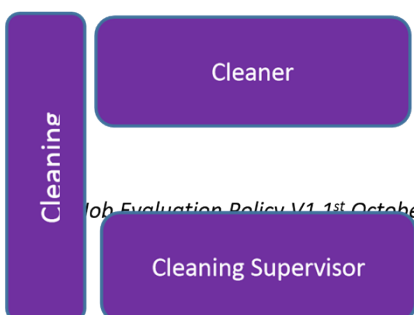
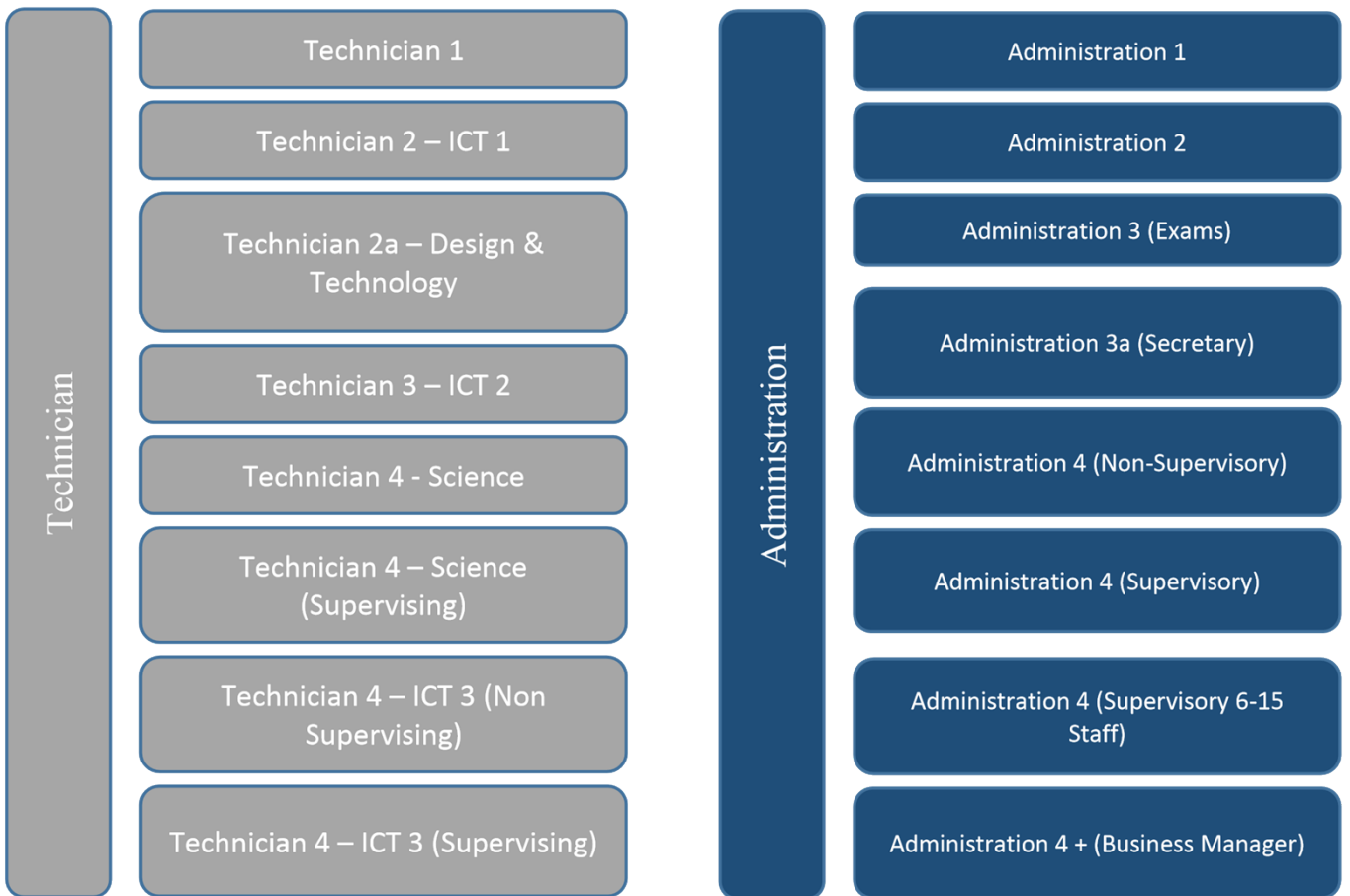
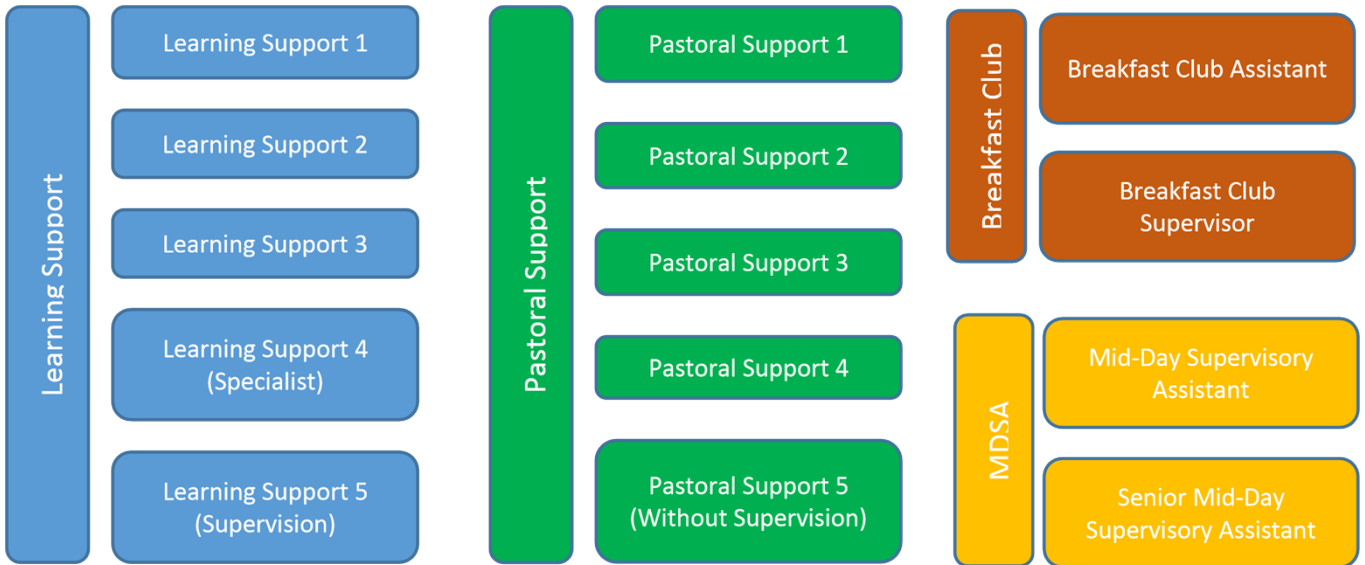
Please see the Additional Payments policy for further information.

## 14.0 Policy Monitoring

The Council will monitor the application of this policy and has discretion to review it at any time through appropriate consultation mechanisms.

## Appendix 1 – Schools Role Profiles





## Schools Role Profiles & Job Families

Job Evaluation Policy V1 1st October

16

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# National Joint Council for Local Government Services

**Employers' Secretary:**  
Simon Pannell

**Trade Union Secretaries**  
Rehana Azam, GMB  
Jim Kennedy, Unite  
Heather Wakefield, UNISON

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130 Euston Road  
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[localgovernment@unison.co.uk](mailto:localgovernment@unison.co.uk)

**To: Chief Executives in England, Wales and N Ireland  
(copies for the Finance Director and HR Director)  
Members of the National Joint Council**

10 April 2018

Dear Chief Executive,

## 2018 and 2019 PAYSCALES & ALLOWANCES

Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**.

UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.

The new pay rates are attached at **Annex 1**.

The new rates for allowances up-rated by two per cent in each year are set out at **Annex 2**.

Yours sincerely



Simon Pannell



Rehana Azam



Jim Kennedy



Heather Wakefield

**Joint Secretaries**

## ANNEX 1

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	£ per annum	£ per hour*	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	
6	£15,014	£7.78	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£15,115	£7.83	£16,495	£8.55				
8	£15,246	£7.90	£16,626	£8.62	2	£17,711	£9.18	8/9
9	£15,375	£7.97	£16,755	£8.68				
10	£15,613	£8.09	£16,863	£8.74	3	£18,065	£9.36	10/11
11	£15,807	£8.19	£17,007	£8.82				
12	£16,123	£8.36	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£16,491	£8.55	£17,391	£9.01				
14	£16,781	£8.70	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,072	£8.85	£17,972	£9.32				
16	£17,419	£9.03	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£17,772	£9.21	£18,672	£9.68				
18	£18,070	£9.37	£18,870	£9.78	7	£19,554	£10.14	18
19	£18,746	£9.72	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,430	£10.07	£19,819	£10.27	9	£20,344	£10.54	20
					10	£20,751	£10.76	
21	£20,138	£10.44	£20,541	£10.65	11	£21,166	£10.97	21
22	£20,661	£10.71	£21,074	£10.92	12	£21,589	£11.19	22
					13	£22,021	£11.41	
23	£21,268	£11.02	£21,693	£11.24	14	£22,462	£11.64	23
24	£21,962	£11.38	£22,401	£11.61	15	£22,911	£11.88	24
					16	£23,369	£12.11	
25	£22,658	£11.74	£23,111	£11.98	17	£23,836	£12.35	25
					18	£24,313	£12.60	
26	£23,398	£12.13	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,174	£12.53	£24,657	£12.78	20	£25,295	£13.11	27
					21	£25,801	£13.37	
28	£24,964	£12.94	£25,463	£13.20	22	£26,317	£13.64	28

<b>29</b>	£25,951	£13.45	£26,470	£13.72	<b>23</b>	£26,999	£13.99	29
<b>30</b>	£26,822	£13.90	£27,358	£14.18	<b>24</b>	£27,905	£14.46	30
<b>31</b>	£27,668	£14.34	£28,221	£14.63	<b>25</b>	£28,785	£14.92	31
<b>32</b>	£28,485	£14.76	£29,055	£15.06	<b>26</b>	£29,636	£15.36	32
<b>33</b>	£29,323	£15.20	£29,909	£15.50	<b>27</b>	£30,507	£15.81	33
<b>34</b>	£30,153	£15.63	£30,756	£15.94	<b>28</b>	£31,371	£16.26	34
<b>35</b>	£30,785	£15.96	£31,401	£16.28	<b>29</b>	£32,029	£16.60	35
<b>36</b>	£31,601	£16.38	£32,233	£16.71	<b>30</b>	£32,878	£17.04	36
<b>SCP</b>	<i>1 April 2017</i>		<b>1 April 2018</b>		<b>1 April 2019</b>			<b>Old SCP[s]</b>
	<i>£ per annum</i>	<i>£ per hour</i>	<b>£ per annum</b>	<b>£ per hour</b>	<b>New SCP</b>	<b>£ per annum</b>	<b>£ per hour</b>	
<b>37</b>	£32,486	£16.84	£33,136	£17.18	<b>31</b>	£33,799	£17.52	37
<b>38</b>	£33,437	£17.33	£34,106	£17.68	<b>32</b>	£34,788	£18.03	38
<b>39</b>	£34,538	£17.90	£35,229	£18.26	<b>33</b>	£35,934	£18.63	39
<b>40</b>	£35,444	£18.37	£36,153	£18.74	<b>34</b>	£36,876	£19.11	40
<b>41</b>	£36,379	£18.86	£37,107	£19.23	<b>35</b>	£37,849	£19.62	41
<b>42</b>	£37,306	£19.34	£38,052	£19.72	<b>36</b>	£38,813	£20.12	42
<b>43</b>	£38,237	£19.82	£39,002	£20.22	<b>37</b>	£39,782	£20.62	43
<b>44</b>	£39,177	£20.31	£39,961	£20.71	<b>38</b>	£40,760	£21.13	44
<b>45</b>	£40,057	£20.76	£40,858	£21.18	<b>39</b>	£41,675	£21.60	45
<b>46</b>	£41,025	£21.26	£41,846	£21.69	<b>40</b>	£42,683	£22.12	46
<b>47</b>	£41,967	£21.75	£42,806	£22.19	<b>41</b>	£43,662	£22.63	47
<b>48</b>	£42,899	£22.24	£43,757	£22.68	<b>42</b>	£44,632	£23.13	48
<b>49</b>	£43,821	£22.71	£44,697	£23.17	<b>43</b>	£45,591	£23.63	49

\*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment:

<b>1 April 2018</b>	<b>1 April 2019</b>
£35.37	£36.08

**RATES OF PROTECTED ALLOWANCES AT 1 APRIL 2018 and 1 APRIL 2019  
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

**Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance**

<b>1 April 2018</b>	<b>1 April 2019</b>
£1,264	£1,289

**Paragraph 28(14) Laboratory / Workshop Technicians**

City and Guilds Science Laboratory Technician's Certificate Allowance:

<b>1 April 2018</b>	<b>1 April 2019</b>
£205	£209

City and Guilds Laboratory Technician's Advanced Certificate Allowance:

<b>1 April 2018</b>	<b>1 April 2019</b>
£149	£152

**Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum**

Inner Fringe Area:

<b>1 April 2018</b>	<b>1 April 2019</b>
£857	£874

Outer Fringe Area:

<b>1 April 2018</b>	<b>1 April 2019</b>
£597	£609

**Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session**

<b>1 April 2018</b>	<b>1 April 2019</b>
£28.46	£29.03

**FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)**

### Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum

Inner Fringe Area:

**1 April 2018**  
£857

**1 April 2019**  
£874

Outer Fringe Area:

**1 April 2018**  
£597

**1 April 2019**  
£609

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Tuesday 9 <sup>th</sup> May 2019
<b>Report Subject</b>	Council Plan 2019/20
<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

The Council Plan for 2017-23 was adopted by the County Council to commit to the key priorities of the Council for the five year term of this Administration. The Plan is subject to annual review.

The 2019/20 Plan has been reviewed and refreshed for structure and content, with a move away from an *Improvement Plan* to a more corporate plan in line with planned changes to the legislative framework in Wales for performance and regulation within local authorities. As a more rounded plan it now incorporates some of the high profile operational services which we are looking to protect, during a period of ongoing financial challenge, such as Streetscene and Public Protection.

The super-structure of the Plan has remained the same with an additional theme to make seven with supporting priorities. The seven themes continue to take a medium-term view of the next three years.

The outline of the Council Plan for 2019/20 including the seven themes, their priorities and sub priorities are summarised in this report. Work is progressing well on the detail of each sub priority and the in-year actions planned. There is continuity from one year to the next in thinking and planning.

Cabinet endorsement of the priorities and sub-priorities of Part 1 of the Plan was given in April. The whole Plan - Parts 1 and 2 (Part 2 including the detailed measures and milestones) to be adopted by the County Council in June on the recommendation of Cabinet.

## RECOMMENDATIONS

1	That the Committee review the priorities and sub-priorities and give feedback to Cabinet.
2	That the Committee notes the process and timetable for the annual review of the Plan.

## REPORT DETAILS

<b>1.00</b>	<b>COUNCIL PLAN 2019/20</b>										
1.01	It is a current requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt this Plan. For several years we have dropped the word 'Improvement' from the title of the plan and now refer to it as the Council Plan. The withdrawal and replacement of the Local Government Measure will enable a less prescriptive a more rounded corporate plan to be produced by Councils in future years. We have taken one step towards this change in local planning.										
1.02	<p>Changes to the Plan include:</p> <ul style="list-style-type: none"> <li>- The introduction of a seventh theme around Safe and Clean Communities</li> <li>- A change of theme name from Supportive Council to Caring Council</li> <li>- The introduction of longer term impacts for each of the sub priorities</li> <li>- The introduction of a section to Ambitious Council called Investing in our Communities showing our Capital Programme ambitions.</li> </ul>										
1.03	<p>The Council Plan for 2019/20 retains the super structure of six themes and supporting priorities as follows with an additional theme to focus on the high profile operational services which we are looking to protect.</p> <p><b>Theme: Caring Council</b> (<i>Change of name from Supportive Council</i>)</p> <table border="1"> <thead> <tr> <th>Priorities</th> <th>Sub priorities</th> </tr> </thead> <tbody> <tr> <td>Adults Services</td> <td>Extra Care Strategy Domiciliary Care Safeguarding Adults Strategic Review of Care needs Dementia Friendly Council</td> </tr> <tr> <td>Children's Services</td> <td>Improving local placements for Children Safeguarding Children Fostering service models Looked After Children</td> </tr> <tr> <td>Adults and Children's Services</td> <td>Learning Disability Service Youth Justice</td> </tr> <tr> <td>Housing</td> <td>Homelessness Strategy and Local Access Strategy</td> </tr> </tbody> </table>	Priorities	Sub priorities	Adults Services	Extra Care Strategy Domiciliary Care Safeguarding Adults Strategic Review of Care needs Dementia Friendly Council	Children's Services	Improving local placements for Children Safeguarding Children Fostering service models Looked After Children	Adults and Children's Services	Learning Disability Service Youth Justice	Housing	Homelessness Strategy and Local Access Strategy
Priorities	Sub priorities										
Adults Services	Extra Care Strategy Domiciliary Care Safeguarding Adults Strategic Review of Care needs Dementia Friendly Council										
Children's Services	Improving local placements for Children Safeguarding Children Fostering service models Looked After Children										
Adults and Children's Services	Learning Disability Service Youth Justice										
Housing	Homelessness Strategy and Local Access Strategy										

	Welsh Housing Quality Standard Housing Strategy Provision of new social and affordable homes Housing needs of vulnerable groups
Protecting People from Poverty	Food Poverty Fuel Poverty Period Poverty Universal Credit / Welfare Reforms Flexible Funding Programme Childcare Offer Becoming work-ready

**Theme: Ambitious Council**

<b>Priorities</b>	<b>Sub priorities</b>
Business Sector Growth and Regeneration	Growth Deal/Infrastructure investment including digital Regional Business Growth Local Development Plan (LDP) Future of Town Centres Flintshire County Council Integrated Transport Strategy Social Enterprises
Investing in our Communities	Theatre Capital Plan Future of County Hall campus/Civic Estate Implementation of major capital education programmes: 21 <sup>st</sup> Century Schools Band B, Welsh Medium Capital Investment Sustainable and Modern Archive Services New Pupil Referral Unit – Plas Derwyn

**Theme: Learning Council**

<b>Priorities</b>	<b>Sub priorities</b>
Education and Skills	Core Education offer and performance Implementation of the new national curriculum Additional Learning Needs (ALN) Transformation Bill Post 16 Transport Policy

**Theme: Green Council**

<b>Priorities</b>	<b>Sub priorities</b>
Sustainable Development & Environmental Management	Carbon Footprint Affordable and sustainable collection services for recyclable, compostable and residual waste Reducing plastics Natural Environment Local Development Plan (LDP)
Safe and sustainable Travel Services	Alternative local transport arrangements Core bus network

	Highway Network Active Travel
<b>Theme: Connected Council</b>	
<b>Priorities</b>	<b>Sub priorities</b>
Resilient Communities	Community Resilience Community Health
Customer Journey	Single Integrated Contact Centre Customer Strategy
<b>Theme: Serving Council</b>	
<b>Priorities</b>	<b>Sub priorities</b>
Effective Resource Management: Human Resources and Organisational Design	Sustainable Pay Policy Health & Well-being Workforce Plan People Strategy
Effective Resource Management: Finance/Assets	Sustainable Annual Budgeting Housing Revenue Account Business Plan Income & Concessions / Commercialisation
Effective Resource Management: Collaboration	Collaboration – best use of resources
Effective Resource Management: Digital	Digital Strategy
<b>New Theme: Safe and Clean Council</b>	
<b>Priorities</b>	<b>Sub priorities</b>
Safe and Clean Communities	Community Safety Corporate Safeguarding Public Protection (Food Standards) Streetscene & Transportation standards Environmental Improvement and Enforcement
1.04	<p>For 2019/20 a review of the current themes and priorities has been undertaken to set: -</p> <ul style="list-style-type: none"> <li>• priority actions that continue into 2019/20 for sustained attention</li> <li>• priority actions which could be removed as they have been completed or become operational and business as usual; and</li> <li>• emerging priority actions</li> </ul>
1.05	The work on the detail behind the sub-priorities is well progressed. The detailed draft of the Plan will be circulated to all members with a short survey to invite comments later in May. A member workshop can also be arranged to receive and review feedback and proposal before a final draft is presented to Cabinet and Council in June.
1.06	The final Council Plan will be available as a web-based document published on the website following adoption.

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

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Plan is under continuous review and member contributions will be invited as part of this review. The Plan reflects the expectations of local statutory and other partnerships and the priorities of Welsh Government.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>The risks to the statutory requirements of the Plan include not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the requirements of the current Measure.</p>

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer  <b>Telephone:</b> 01352 702740  <b>E-mail:</b> <a href="mailto:Karen.armstrong@flintshire.gov.uk">Karen.armstrong@flintshire.gov.uk</a></p>

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

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