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To: Cllr Ian Roberts (Leader)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas

14 October 2020

Dear Sir/Madam

NOTICE OF REMOTE MEETING
CABINET
TUESDAY, 20TH OCTOBER, 2020 at 9.30 AM

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

AGENDA

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST**

Purpose: To receive any declarations and advise Members accordingly.

3 **MINUTES** (Pages 7 - 22)

Purpose: To confirm as a correct record the minutes of the meetings held on 15th September 2020 and 22nd September 2020.

4 **EMERGENCY SITUATION BRIEFING (VERBAL)**

Purpose: To update on the latest position and the risks and implications for Flintshire and service and business continuity.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

5 **RESPONSE TO THE RECOVERY STRATEGY FROM OVERVIEW & SCRUTINY** (Pages 23 - 26)

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

Purpose: To receive the Overview & Scrutiny response to the Recovery Strategy.

6 **MEDIUM TERM FINANCIAL STRATEGY AND COUNCIL FUND REVENUE BUDGET 2021/22** (Pages 27 - 40)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Finance

Purpose: To provide an update on the progress of the Medium Term Financial Strategy and Council Fund Revenue Budget 2021/22.

OPERATIONAL REPORTS

7 ANNUAL PERFORMANCE REPORT 2019/20 (Pages 41 - 108)

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

Purpose: To approve the Annual Performance Report 2019/20 prior to endorsement by the County Council and publication.

8 REVENUE BUDGET MONITORING 2020/21 (MONTH 5) (Pages 109 - 136)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2020/21 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.

9 BUSINESS RATES – WRITE OFFS (Pages 137 - 140)

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

Purpose: To seek approval to write off of individual bad debts for Business Rates in excess of £25,000.

10 PUBLIC SERVICES OMBUDSMAN FOR WALES (Pages 141 - 154)

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

Purpose: To share the Ombudsman Annual Letter and provide an overview of Flintshire County Council's caseload and performance for 2019-20.

11 OFFICE OF THE PUBLIC GUARDIAN REPORT (Pages 155 - 174)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To note the outcome from the Assurance Visit by the Office of the Public Guardian regarding the management and delivery of Deputyship services.

12 **RENEWAL OF PUBLIC SPACE PROTECTION ORDERS** (Pages 175 - 186)

Report of Chief Officer (Planning, Environment and Economy), Chief Officer (Streetscene and Transportation) - Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

Purpose: To seek approval for the renewed Public Space Protection Orders following the public consultation.

13 **EXERCISE OF DELEGATED POWERS**

Purpose: None received.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the public interest in disclosure until such time as those consultations/negotiations have been concluded.

14 **THEATR CLWYD TRANSFER PROPOSAL REPORT** (Pages 213 - 232)

Report of Chief Executive - Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Education

Purpose: To provide an update on the progress to date on the programme to transfer Theatr Clwyd and Music Services from council control to a charitable trust model and to propose the timeline and terms of transfer.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains details of proposed contracts and the public interest in withholding the information outweighs the public interest in disclosure until the contracts have been awarded.

15 **THEATR CLWYD REDEVELOPMENT AND THE WIDER MOLD CAMPUS**
(Pages 233 - 244)

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

Purpose: To provide an update on the Theatre redevelopment and Wider Mold Campus site regeneration.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains details of proposed contracts and the public interest in revealing the information is outweighed by the public interest in withholding it until the contract has been awarded.

16 **YSGOL GLANRAFON, MOLD - CAPITAL INVESTMENT PROJECT** (Pages 245 - 260)

Report of Chief Officer (Education and Youth), Chief Officer (Housing and Assets) - Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education

Purpose: To seek approval to enter into a contract for the construction phase of the project.

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CABINET
15TH SEPTEMBER 2020

Minutes of the meeting of the Cabinet of Flintshire County Council held remotely via Webex on Tuesday 15th September, 2020.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment and Economy), and Team Leader – Democratic Services.

197. DECLARATIONS OF INTEREST

None.

198. RECOVERY STRATEGY

The Chief Executive introduced the report and explained that the Council had been developing a Recovery Strategy for the pandemic emergency situation. Recovery was a natural transition from the response phase which lasted from mid-March until the end of July.

The work had been led by himself and the Leader of the Council, overseen by a cross-party Member Recovery Board. The Board, which was an advisory sub-committee of Cabinet, had completed its work and had stood down.

The Recovery Strategy set objectives for the stabilisation and forward-planning of the corporate organisation; the restoration of services; the recovery of the community; the resumption of forward strategic planning; support for engagement with regional recovery planning; and the return to full democratic governance of the Council. Details on each of those areas, and the latest iteration of the Recovery Strategy, were supported by a set of presentation slides.

Once the Recovery Strategy was adopted, following review by the five Overview and Scrutiny Committees it was intended to be published in an accessible graphic form.

Cabinet was requested to invite each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of

1. The portfolio risk register(s) and the risk mitigation actions - both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council plan for 2020/21; and

4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

The Chief Executive explained that there was a need to see beyond the immediate recovery period and into the medium and longer-term for the Council Plan and the Medium Term Financial Plan. The Council Plan had not been reviewed and readopted for 2020/21 due to the emergency situation. The adopted plan covered the period 2022/23 so provided a structure for forward planning. Part 1 of the draft Council Plan had been reviewed and the parts which were key to recovery had been extracted for adoption, and was attached as appendix 1 to the report. All portfolios had adopted recovery business plans in support and all Performance Indicators had been reviewed and reset for 2020/21 and were recommended for adoption, which was attached as appendix 2 to the report.

There would be a verbal update given to all Committee meetings which would provide Members with the latest information on the emergency situation.

All Members thanked the officers for the amount of work that had gone into the development of the Recovery Strategy, including the work that had been undertaken to ensure services continued to be provided. It was also agreed that whilst in recovery, focus still needed to be given to response.

In response to a question from Councillor Thomas on the slides presented on carbon reduction, the Chief Executive said that would be given a high profile in the Council Plan.

RESOLVED:

- (a) That the structure, objectives and core content of the Recovery Strategy for further work and completion be approved;
- (b) That (1) the full set of latest versions of the risk registers and risk mitigation actions for the corporate organisation and the five service portfolios (2) the set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy and (3) the set of revised performance indicator targets for 2020/21, be noted and endorsed;
- (c) That Cabinet invite each of the five Overview and Scrutiny Committees to support recovery in their respective portfolio areas;
- (d) That the finalised Recovery Strategy be published in an accessible graphic form in October; and
- (e) That Cabinet receives monthly progress reports on the implementation of the Recovery Strategy from November onwards.

199. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 4.00 p.m. and ended at 4.45 p.m.)

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Chair

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CABINET
22ND SEPTEMBER 2020

Minutes of the meeting of the Cabinet of Flintshire County Council held virtually via Webex on Tuesday 22nd September, 2020.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Glyn Banks, Chris Bithell, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Chief Officer (Housing and Assets), Chief Officer (Planning, Environment and Economy), Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation), Chief Officer (Social Services), and Team Leader – Democratic Services.

APOLOGY:

Councillor Derek Butler.

OTHER MEMBERS IN ATTENDANCE:

Councillor: Patrick Heesom.

200. DECLARATIONS OF INTEREST

Councillor Banks declared a personal and prejudicial interest in agenda item number 5 – Flintshire Local Development Plan – Consideration of Deposit Consultation Representations and Responses and Submission for Public Examination.

201. MINUTES

The minutes of the meetings held on 16th June 2020 were submitted and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

202. EMERGENCY SITUATION BRIEFING

The Chief Exec explained that the current situation was fluid. He and his Chief Officer colleagues would be ensuring that Members received short up to date verbal briefings at the start of meetings. He also commented that it may yet be necessary to reinstate the situational briefings which had been delivered to members during the first six months of the emergency.

He provided assurances that business continuity was under constant review.

RESOLVED:

That the information be received.

203. FLINTSHIRE LOCAL DEVELOPMENT PLAN – CONSIDERATION OF DEPOSIT CONSULTATION REPRESENTATIONS AND RESPONSES AND SUBMISSION FOR PUBLIC EXAMINATION

Councillor Bithell introduced the report and explained Cabinet needed to consider and agree the responses to the representations received to the Deposit Local Development Plan (LDP) consultation exercise for recommendation to County Council for agreement and submission of the Plan to Welsh Government (WG) and Planning Inspectorate (for Public Examination by an independent Planning Inspector).

The Chief Officer (Planning, Environment and the Economy) explained that the Deposit LDP was approved for public consultation by County Council on 23rd July 2019. Consultation took place between 30th September and 11th November 2019 and attracted 1281 representation from 657 separate respondents. Following consultation, the Council, as Local Planning Authority (LPA), had a statutory duty under the LDP regulations to make available all the representations received. That had been done by placing them on the LDP consultation portal and in a summary table on the Council's website.

At the last meeting of Planning Strategy Group on 30th July 2020, the group endorsed all of the recommended responses made to representations received to the Deposit LDP and recommended that they be considered by Cabinet and then County Council as part of agreeing to submit the plan to WG and the Planning Inspectorate for Examination in Public. In doing so, some Members understood that responses to the plan had to be considered as a whole in order to move forward and that there would be some Members of the Council who would have issues with parts of the Plan for policy-specific or ward-specific reasons. It was important that all Members had the understanding that the Plan needed to move forward as a whole, and that the Examination in Public was the place where the final independent scrutiny of the soundness of the plan would be carried out.

A hyperlink, which was the summary of the representations, was included in the Cabinet report.

The Chief Officer (Planning, Environment and Economy) thanked Councillor Bithell for his long term support of the LDP process and for his chairing of Planning Strategy Group, and thanked all other Members of that group too. A number of briefing sessions for Members had taken place the previous week where a summary of the situation was presented. The sessions were split into geographical areas and in total, 41 Members attended. There was no evidence to say we should not continue on this path. Many people who had made representations had said they would like to make representations at the Enquiry and that was in the gift of the Inspector. The Enquiry would be in early 2021.

A further report would be submitted to Cabinet to seek delegated authority for any minor changes to the Plan that may be required by the Inspector to be undertaken.

Councillor Roberts also thanked all the Members of Planning Strategy Group and the officers for all of their hard work on the LDP.

RESOLVED:

- (a) That the representations made during the Deposit Local Development Plan consultation be noted, and the proposed responses be endorsed, with agreement they would be forwarded to Welsh Government and the Planning Inspectorate for consideration as part of the examination in Public; and
- (b) That it be resolved that the Flintshire Local Development Plan (2015-2030) be submitted to Welsh Government and the Planning Inspectorate for examination in Public, and that to be recommended to Council for approval.

204. CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE LETTER

Councillor Jones introduced the report which presented the content of the recent Care Inspectorate Wales (CIW) Annual Performance Letter which had been published on 2nd July 2020.

Each year an annual letter was sent to each local authority in Wales and published on the CIW website. Each letter summarised CIW's evaluation of performance in relation to adults and children's services during the financial year and reported against the four core principles of the Social Services and Well-being Act. The letter also set out CIW's individual work programme to review performance over the coming year.

The Chief Officer (Social Services) said it was a positive report with recognition for progressive projects. Some challenges were outlined in the report and the executive response was appended to the report.

The Chief Executive commented that this was consistent feedback received from CIW which gave the Council confidence.

RESOLVED:

- (a) That the content of the Annual Performance Letter and Care Inspectorate Wales assessment of the authority's performance during the year 2019/20 be noted and Cabinet be assured by it; and
- (b) That it be noted that the Care Inspectorate Wales Performance Review Plan 2020/21 has been paused, and that the Council will be notified once the programme of inspection re-commences.

205. REVENUE BUDGET MONITORING 2020/21 (MONTH 4)

Councillor Banks introduced the report which provided details of the known risks and issues for 2020/21 for the Council Fund and Housing Revenue Account.

The position was based on actual income and expenditure as at Month 4, and projected forward to year-end.

Potential risks and cost pressures ranged between £2.8M and £5.4M (excluding the impact of the pay award). The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control was:

Council Fund

- An operating deficit of £0.983M (excluding the impact of the pay award which would be met by reserves)
- A projected contingency reserve balance as at 31st March 2021 of £1.418M

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.295M lower than budget
- A projected closing balance as at 31st March 2021 of £2.468

The Corporate Finance Manager provided full details on the projected position by portfolio; major variances; open risks; emergency funding; achievement of planned in-year efficiencies; and reserves and balances.

A budget virement was recommended to address changes in service delivery within Social Services, for the amount of £0.300M to be transferred within Adults Services from the Localities budget, within the Older People Service, to Resources and Regulated Services (also within the Older People Service). Both budget headings encompassed care delivery services for older people such as residential care and home care. However, one budget was for care commissioned from independent care providers whereas the other budget was for care provision delivered directly by the Council. Over time the in-house provision of care had increased in complexity whereas the commissioned care had decreased.

It was also recommended that an amount of £0.134M be allocated from the Contingency Reserve for Social Services for known pressures in 2020/21. The funding would bring additional capacity to business support arrangements and compliance with safeguarding requirements within Children's Services.

A discussion took place on car park charges and the Corporate Finance Manager explained that WG had advised that where a Council had taken the decision to cease car parking charges, which was a recommendation in a report for consideration at this meeting, they would not reimburse costs from Quarter two. The net car parking income loss was £0.550M. Members discussed the fact that the loss was not just because charges were being ceased, but that less people were visiting town centres at the moment. It was agreed that the claims for Quarters two and three would be pursued with WG.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2021 be noted;
- (b) That the projected final level of balances on the Housing Revenue Account (HRA) be noted;
- (c) That a budget virement of £0.300M between Older People's Purchasing budget (Localities) and the Older People provider budget (Resources and Regulated Services) be approved;
- (d) That an allocation of £0.134M from the Contingency Reserve for the resourcing of the Children's Services 'Front Door Pressures' within Social Services be approved; and
- (e) That the claims for car parking income loss for Quarter two and Quarter three be pursued with Welsh Government.

206. CAPITAL PROGRAMME MONITORING 2020/21 (MONTH 4)

Councillor Banks introduced the report which summarised changes made to the Capital Programme 2020/21 since it was set in January 2020 to the end of Month 4 (July 2020), along with expenditure to date and projected outturn.

The Capital Programme saw a net increase in budget of £6.829M during the period which comprised of:

- Net budget reduction in the programme of £12.287M (Council Fund (CF) £0.837M, Housing Revenue Account (HRA) £13.124M)
- Introduction of Carry Forward from 2019/20 of £19.766M (CF £19.766M, HRA £0.000M)
- Identified savings at Month 4 (£0.650M (CF)).

Actual expenditure was £9.512M.

The Corporate Finance Manager explained that the final outturn funding surplus from the 2019/20 – 2021/22 Capital Programme was £1.145M. The 2020/21 – 2022/23 Capital Programme was approved on 28th January 2020, with a funding deficit of £2.264M. The surplus carried forward led to an opening funding position deficit of £1.119M.

Capital receipts received in the first quarter of 2020/21, along with savings identified totalled £0.948 M. A request for an additional allocation of £0.217M towards the Queensferry Campus project put the current funding deficit, for the three year period, at £0.388M. That was in advance of any capital receipts or other funding being realised.

The Chief Executive added that information was still being awaited from Welsh Government (WG) on the timeline on the economic stimulus package. That could have a positive impact on the Capital Programme.

Councillor Thomas said she would pursue WG on the funding for Standard Waste Transfer Station.

RESOLVED:

- (a) That the overall report be approved;
- (b) That the carry forward adjustments set out in the report be approved; and
- (c) That the additional allocations as set out in the report be approved.

207. TREASURY MANAGEMENT ANNUAL REPORT 2019/20

Councillor Banks introduced the report which presented the draft Treasury Management Annual Report 2019/20 for recommendation for approval to Council.

As required by the Council's Financial Procedure Rules, the Annual Report was reviewed by Audit Committee on 23rd July 2020 and it would be presented to County Council on 20th October 2020, subject to Cabinet recommendation for approval.

RESOLVED:

That the Treasury Management Annual Report be approved and recommended to Council.

208. REVISED CONSULTATION PROCESS FOR THE PROGRESSION OF TRAFFIC REGULATION ORDERS AND WELSH GOVERNMENT GRANT FUNDED SCHEMES

Councillor Thomas introduced the report which sought approval for the revised consultation process associated with local transport schemes as a result of the restrictions due to the emergency situation.

The current social distancing restrictions from the pandemic had led to concerns over the Council's ability to fulfil its statutory duty of consultation, both for the progression of Welsh Government annual grant schemes and also the implementation of Traffic Regulation Orders.

The report set out a revised method of consultation which would allow interested parties and stakeholders the opportunity to comment and provide input to the scheme design, prior to their implementation.

RESOLVED:

That the restrictions associated with conducting consultation events during the Covid 19 pandemic be acknowledged, and the implementation of the revised consultation process for the 2020/21 Welsh Government Transport Schemes be approved.

209. SUSPENSION OF TOWN CENTRE CAR PARKING CHARGES

Councillor Thomas introduced the report which sought approval to extend the suspension of town centre car parking charges until 31st December 2020.

The Council resolved to suspend all Pay and Display car parking charges across the County from 25th March 2020. That decision was taken to reduce personal contact and the risk of surface transmission of the COVID-19/coronavirus from machines, and to assist key workers and essential shopping during the emergency situation. Following Welsh Government's (WG) announcement to allow non-essential shops to open from 22nd June 2020, the car parking charges had remained suspended to support town centre recovery post lockdown.

The report sought approval to continue with the suspension of charges until 31st December 2020 to further support town centre regeneration.

The Chief Officer (Streetscene and Transportation) said the proposal was intended to support the cross Council work to reopen the town centres and encourage shoppers and visitors to return to the town centres. The approach would also allow for free parking in the run up to the Christmas period which would also support an upturn in shopper footfall.

It was recommended that short stay parking continue to be controlled by way of displaying a valid Pay and Display ticket in the window of the vehicle to ensure the turnover of vehicles in spaces closest to the town centre and all other restrictions, such as displaying a blue badge in a disabled space, would still apply.

The earlier discussion on Welsh Government's (WG) decision not to reimburse for car parking charges from Quarter two was reiterated with the same recommendation that the claims for car parking income loss for Quarter two and Quarter three be pursued with Welsh Government.

Members welcomed the report which they said would be well received by local businesses.

RESOLVED:

- (a) That the suspension of car parking charges in Flintshire's town centre car parks until 31st December 2020 be approved; and
- (b) That the claims for car parking income loss for Quarter two and Quarter three be pursued with Welsh Government.

210. BUS NETWORK REVIEW UPDATE

Councillor Thomas introduced the report and explained that the Council had no legal obligation to provide local bus services or any other form of public transport. However, the Council did have a statutory duty to keep the bus network under review and to intervene where it feels appropriate.

It had been a priority of Flintshire Council to endeavour to maintain a public bus transport service as the impact of losing them would affect the most vulnerable in society. In July 2018, Cabinet approved a new transport model for bus services comprising of a core bus network supported by sustainable Local Transport Arrangements (LTA). The Core Network included a number of key destinations also known as hubs, such as towns or public transport interchanges and railway stations with direct, high frequency bus services operating between the hubs to link passengers to other key destination hubs for access to education, employment, shopping, health, social and leisure opportunities. The core network predominantly consisted of commercial bus services; however, some support had continued to be provided to ensure that connections were maintained and that regular, high quality services continued to link the key hubs along the network. That core network was supported by sustainable LTAs which had been successfully introduced in several areas of the county.

As more commercial services have been withdrawn by operators a review of the existing LTA services became necessary to ensure those services could be better used to provide vital transport links for residents impacted by the loss of these commercial services. The Covid-19 situation had greatly hindered the review of the LTAs. Since lockdown ended, there had been a need to mitigate reduced passenger numbers on vehicles and issue revised timetables to accommodate passenger requirements, which appeared to be working well. Although in the recovery stage, operators had reported a rise in confidence among transport users.

A review of LTA services in Holywell and the surrounding communities was due to start soon, including trialling the Fflecsi Demand Responsive Transport service which was also being trialled in neighbouring Denbighshire and other areas of Wales.

Councillor Thomas was pleased to report that the Council had been successful in securing Welsh Government (WG) funding for two electric buses to be used on the LT7 and LT4 services. They would be stationed at Buckley and those vehicles would be powered by the Council's own solar energy source.

The Council's review of LTAs continued to be an ongoing process and further proposals were currently being explored for the coming months. It was also a changing and concerning situation as more operators were struggling to make routes work commercially and were terminating contracts.

WG were looking at Transport for Wales overseeing public bus services as a single controlling mind, and had been supporting bus operators with a bus emergency scheme, but it was not sustainable and an alternative solution was being sought.

RESOLVED:

That the outcome of the review of Local Travel Arrangements which had been necessary due to the pandemic be approved, and the further loss of local commercial bus services be noted.

211. CHILDCARE CAPITAL GRANT UPDATE

Councillor Jones introduced the report which provided details on the progress in delivering the Childcare Capital Programme, including the rationale used to prioritise projects.

Welsh Government (WG) made available Capital grant funding to support childcare provision. Projects had been prioritised to align with the funding allocation from WG. A co-ordinated approach was being taken to bring together a range of capital funding packages into a single programme to maximise investment. The programme co-ordinated the following funding streams: WG Childcare Grant; WG Welsh Medium Grant; 21st Century Schools; Flying Start and Flintshire County Council's own capital funding.

The Chief Officer (Education and Youth) said the Council welcomed the investment from WG in the capital projects that would positively support children and their families by ensuring there was increased access to high quality early years provision. She confirmed that Ysgol y Llan VA School, Whitford, could move from the 'reserve' list into the 'projects approved' list and it was agreed that this form part of the resolution.

Councillor Roberts suggested an additional recommendation, that a decision on Trelawnyd VA School and Ysgol yr Esgob, Caerwys be deferred until the following month to allow them time to submit any new evidence, which was supported.

RESOLVED:

- (a) That the contents of the report be noted and support be confirmed for the criteria used to prioritise projects within the programme;
- (b) That a programme-based approach which aligned funding streams to co-ordinate ad maximise funding opportunities be endorsed;
- (c) That a decision on Trelawnyd VA School and Ysgol yr Esgob, Caerwys be deferred until the following month to allow them time to submit any new evidence; and
- (d) That Ysgol y Llan VA School, Whitford, be moved from the 'reserve' list to the 'projects approved' list.

212. EXERCISE OF DELEGATED POWERS

An information item on the actions taken under delegated powers was submitted. The actions were as set out below:-

Streetscene and Transportation

- **The Flintshire County Council – Carmel Road, Allt-Y-Golch and Carmel Hill, Carmel. Proposed Prohibition of Waiting at Any Time**

To advise Members of the objections received following the advertisement of the proposed Prohibition of Waiting at Any Time and Limited Waiting on Carmel Road, Allt-Y-Golch and Carmel Hill, Carmel.

Housing and Assets

- **Council Rent – Application to Write Off Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The decision to write off is in respect of one tenant who is subject to a Debt Relief Order. Rent arrears of £5,361.56 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

Chief Executives

- **Introduction of a New Charge**

A new charge, set on a cost recovery basis, is to be introduced for external graphic design services.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

213. QUEENSFERRY CAMPUS – CAPITAL INVESTMENT PROJECT

Councillor Roberts introduced the report which sought approval of a scheme, to bridge a funding gap through additional Council capital allocation, and to enter into a construction contract with Kier construction for the capital investment project at the campus, subject to Welsh Government (WG) approval of the full business case.

The 21st Century School investment project was valued above the funding available, and the report sought Cabinet approval to bridge the affordability gap of £217K.

RESOLVED:

- (a) That the Full Business Case be submitted to Welsh Government on the basis the project shortfall of £216,588 is met from an additional allocation in the Council's capital programme; and
- (b) That subject to Welsh Government approval of the Business Case that the Council enter into a construction contract with Kier Construction (North West).

214. YSGOL CASTELL ALUN – CAPITAL INVESTMENT PROJECT

Councillor Roberts introduced the report which sought approval to enter into a construction contract with Wilmott Dixon construction for the capital investment project at the school funded through the Council's capital programme.

The Capital Investment project at Ysgol Castell Alun was included in the Council's capital programme, and procurement rules required projects over a certain value had to have Cabinet approval to proceed.

RESOLVED:

- (a) That Cabinet approves entering into a contract with Willmott Dixon construction for the construction phse of the investment project at Ysgol Castell Alun;
- (b) That the amendment of the project scope to bring it in line with the available budget be approved; and
- (c) That the inclusion of the removed items from the project as costed options within the contract for potential reinstatement if funding becomes available be approved.

215. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30 a.m. and ended at 11.30 a.m.)

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Chair

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CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Response to the Recovery Strategy from Overview & Scrutiny
Cabinet Member	Cabinet Member for Corporate Management & Assets
Report Author	Head of Democratic Services
Type of Report	Strategic

EXECUTIVE SUMMARY

At the special meeting on 15th September, Cabinet approved the Recovery Strategy for consultation with Overview & Scrutiny.

A sequence of special meetings of Overview & Scrutiny committees was held between 21st and 28th September. At each of those meetings, a full presentation on the Recovery Strategy was given by the chief executive, supported by colleagues.

Cabinet had invited each of the Overview & Scrutiny committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

At each Committee, the Strategy and the four points above were entirely supported.

It was recognised that the Committees assuming this important oversight role was in itself part of the recovery strategy for resumption of full democratic governance.

RECOMMENDATIONS

1	That Cabinet welcomes the support of the Overview & Scrutiny committees for the Recovery Strategy.
2	That Cabinet recognises that the Forward Work programmes of the five Overview & Scrutiny committees are being rebuilt on the basis of the Recovery Planning and Risk Management at their core, with other issues confined to statutory and cyclical issues.
3	That the Recovery Strategy as outlined in the presentation to the Overview & Scrutiny committees be published on the Council's website for wider public attention and assurance.

REPORT DETAILS

1.00	RESPONDING TO THE EMERGENCY RECOVERY STRATEGY
1.01	<p>Between 21st and 28th September, each of the five Overview & Scrutiny Committees considered the Corporate Recovery Strategy. The key elements of the strategy, as listed below were supported.</p> <ol style="list-style-type: none">1. The chronology of the emergency response phase and transition to recovery2. The handover arrangements or recovery3. Organisational recovery of the corporate organisation4. Community recovery of the communities we serve5. Strategic priorities and performance for the remainder of 2020/216. The roles the Council will play in regional recovery7. The democratic governance of recovery.
1.02	<p>It was recognised that Cabinet had invited each of the Overview and Scrutiny Committees to support the recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none">1. The portfolio risk register(s) and the risk mitigation actions both live and planned;2. The objectives for recovery for the portfolio(s);3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.
1.03	<p>At each meeting, Members received details of the Recovery Strategy which were specific to the remit of their committee. The presentation to and responses to questions asked at Corporate Resources on 28th September recognised that committee's wider role.</p>

1.04	Each of the committees recognised and accepted the gravity and enormity of the task ahead of them. The challenges for each committee, as listed in paragraph 1.02 above were accepted with alacrity.
1.05	Each Committee agreed to rebuild its Forward Work Programme for the remainder of the municipal year with Recovery Planning and Risk Management at its core. During each of the five meetings, Members asked a number of questions and sought clarification on some issues. No specific risks were identified by the committees as requiring their particular attention.
1.06	The committees were all appreciative of the work undertaken during the emergency, and to produce the Recovery Strategy. Particular recognition and thanks was given to the Chief Executive and his senior colleagues for their respective roles.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications from this report.

3.00	CONSULTATIONS REQUIRED/CARRIED OUT
	Not applicable for this report.

4.00	RISK MANAGEMENT
4.01	Not applicable for this report.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of each of the O&SCs meeting between 21 st and 28 th September 2020.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Robert Robins, Head of Democratic Services. Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	No unfamiliar or technical terms have been used in this report.



CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Medium Term Financial Strategy and Budget 2021/22
Cabinet Member	Cabinet Member for Finance for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council works to a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.

This report provides an update on the financial forecast for 2021/22 and the following two financial years.

A full review of the forecast has been undertaken to build an accurate and robust baseline of cost pressures that will need to be funded. The review has taken into full account the ongoing impacts of the emergency situation including the speed of recovery of key income targets.

The main purpose of this report is to set out in detail the forecast cost pressures for 2021/22 prior to referral for review and challenge to Overview and Scrutiny Committee.

The report also sets out the solutions available to fund these cost pressures. The funding strategy is highly dependent on sufficient national funding for local government and is unchanged since the budget for 2020/21 was set.

RECOMMENDATIONS

1	To (1) note the overall forecast for the period 2021/22 – 2023/24 and (2) refer the list of cost pressures for 2021/22 to Overview and Scrutiny Meetings in November for review and challenge.
2	To note the solutions available to meet these cost pressures and re-set the funding strategy for 2021/22.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2021/22 – 2023/24
1.01	<p>The Council has a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>This report provides an update on the forecast position, last reported in full in February, for 2021/22 and the following two financial years.</p>
1.02	<p>When setting the budget for 2020/21 a projected estimate was reported for the major cost pressures predicted over the next two years. The forecast was based on (1) annual pay increases trending at 2% (2) similar level of commissioning cost pressures within Social Services and (3) other known pressures at that time. The total of all cost pressures identified at the time totaled £9.829m for 2021/22 and £7.433m for 2022/23.</p>
1.03	<p>A full review of the forecast has been undertaken to build an accurate and robust baseline of cost pressures that will need to be funded. The review has taken into full account the ongoing impacts of the emergency situation including the speed of recovery of key income targets.</p>
	The National Position
1.04	<p>The impact of the pandemic continues to have a significant impact on the Council's cost base and its ability to generate income. The Welsh Government has made a number of funding announcements over the last few months which have given some certainty as to how these additional costs and income losses can be recouped in the current financial year.</p>
1.05	<p>The Autumn Budget of the UK Government has been postponed. This, in turn, has caused budget uncertainty for Welsh Government. It is expected that there will still be some form of a UK Spending Review on a date to be announced.</p>

	Updates to the Financial Forecast
1.06	Over the summer the inflationary and demand led service cost pressures have been assessed and this report provides in detail the outcome of this work.
1.07	<p>The cost pressures have been categorised as:</p> <ul style="list-style-type: none"> - Prior Year Decisions/ Approvals - Loss of Income - Legislative/Unavoidable Indexation - Issues requiring national resolution - National Funding Requirements (Pay Awards) - Strategic Considerations <p>Appendix 1 sets out the latest position for the Medium Term Financial Forecast in detail and includes ranges where pressures are subject to sensitivities such as national pay awards, ongoing uncertainty due to the pandemic or where they can be subject to some choice regarding the level of service to be provided. In summary the ranges are:</p> <ul style="list-style-type: none"> - 2021/22 - £14.423m - £27.336m - 2022/23 - £9.447m - £13.036m - 2023/24 - £8.982m - £11.996m <p>Forecasts for 2022/23 and 2023/24 will continue to be refined alongside the work to agree the 2021/22 budget as decisions made throughout the process will impact on the projections for later years.</p> <p>The main purpose of this report is to set out in detail the forecast cost pressures for 2021/22 prior to referral for review and challenge to Overview and Scrutiny Committee.</p>
1.08	<p>Prior Year Decisions/ Approvals</p> <p>These are built-up of commitments and adjustments made in prior years and include:</p>
1.09	<p>Marleyfield Residential Care Home</p> <p>The cost pressure of £0.425m for the additional revenue costs of the expansion of in house residential care services to meet increasing demand.</p>
1.10	<p><u>Minimum Revenue Provision</u></p> <p>This is the amount set aside for the repayment of debt for historic capital spend. The policy was changed to the annuity method a couple of years ago and the annual inflationary uplift of £0.300m needs to be included in the budget on a recurring basis.</p>
1.11	<p><u>One-Off Efficiencies/Pressures Dropping Out</u></p> <p>The benefit of a Single Person Discount review has a one-off benefit in the current financial year and will be built into the overall Council Tax base</p>

	calculation for 2021/22. In addition a pressure in relation to social services day services that was included in 2019/20 budget is no longer required.
1.12	<p><u>Unrealised Efficiencies</u></p> <p>There are a number of areas relating to previous year efficiencies which are not able to be achieved. Some of these are due in part to changes in demand on services or lower than anticipated take-up on schemes such as the salary sacrifice scheme.</p>
1.13	<p>Loss of Income</p> <p>Reductions in demand is impacting on budgeted income levels across a wide range of service areas and include:</p>
1.14	<p><u>Reduced Energy Sales</u></p> <p>Due to a reduction in the levels of income generated by sales of Electricity which is dependent on the availability of gas produced by two closed landfill sites.</p>
1.15	<p><u>Recyclates</u></p> <p>Due to fluctuations in both the volumes of recycling waste and the amount of rebate available for certain recyclates in the current market. The volatility of the market makes it difficult to predict an accurate figure so at this stage a range of £0.299m to £0.730m is included.</p>
1.16	<p><u>Sale of Newtech Square</u></p> <p>Due to the loss of revenue income to the Council as a result of the sale of the asset which will result in a capital receipt to support our Capital Programme.</p>
1.17	<p><u>Markets</u></p> <p>Due to the need to reflect the current level of activity which has reduced over time as well as footfall being impacted due to the impact of the pandemic.</p>
1.18	<p>Legislative/Unavoidable Indexation</p> <p>The pressures within this category are a combination of legislative changes and indexation increases to organisations where we have no direct control and include:</p>
1.19	<p><u>'Sleep-In' Pay Ruling</u></p> <p>The outcome of a ruling by the Supreme Court for Sleep-In Shifts is due shortly which may mean allowances will need to be increased.</p>
1.20	<p><u>Private Water Supplies</u></p> <p>Due to the need to meet statutory obligations in relation to risk assessments for all water supplies in the Local Authority area. These include initial assessment, ongoing monitoring and enforcement where necessary.</p>

1.21	<p><u>North Wales Fire and Rescue Authority (NWFRA)</u></p> <p>The NWFRA levy is agreed each year and the Council is likely to need to contribute an inflationary uplift. The principle of adding NWFRA levy increase to the local taxation bill will need to be continued.</p>
	<p>Issues Requiring National Resolution</p>
1.22	<p><u>Council Tax Income / Council Tax Reduction Scheme</u></p> <p>The Pandemic has resulted in a significant increase in demand for the Council Tax Reduction Scheme (CTRS) and the receipt of Council Tax income is currently well below target.</p> <p>Both of these issues are acknowledged by Welsh Government and discussions will need to continue to secure additional funding supported by the WLGA.</p> <p>The cost of indexation for social care commissioning is also included here and the same principle applies, particularly in view of the current demand pressures in this area.</p>
	<p>National Pay Awards</p>
1.23	<p>The impact of the nationally agreed pay awards for Teacher Pay and Non Teacher Pay are included in this category. The increases are not yet known so a range of potential impacts from 2% - 3.5% have been included at this stage for modelling purposes.</p> <p>The figures also include the estimated impact of the 2020/21 pay awards being higher than the 2% included in the budget. Whilst the in-year impact of a higher pay award will need to be met by reserves in the current financial year, the recurring impact will need to be built into the budget for 2021/22.</p>
1.24	<p>Strategic Considerations</p> <p>There are a number of areas where further strategic consideration are required over the coming months before the outcome can be included in the formal budget process.</p>
1.25	<p><u>Transport</u></p> <p>School Transport – to address fluctuations in the number of school days per year based on current operator costs as well as additional demand due to change of routes.</p> <p>Post 16 transport – to reflect shortfall in efficiency due to a policy change following changes in regulations - flagged as a risk in the 2020/21 budget.</p> <p>Social Care Transport – due to an increase in demand within both Adult and Children’s Services.</p>

1.26	<p><u>Social Care</u></p> <p>Transition to Adulthood – to reflect the additional cost of young people transitioning from Children to Adult Services. The range reflects different scenarios based on demand estimates and levels of support requirements.</p> <p>Children’s Registered Care Home – The Council is looking at options to support a reduction in the number of Out of County Placements and is reviewing options to deliver care in house. Support from Welsh Government is also being sought.</p>																																						
1.27	<p><u>Education</u></p> <p>Secondary School Funding – due to a requirement to address school deficits which was a recommendation within the Estyn report. The issue is twofold 1) to address the existing deficit position and 2) to try and ensure that schools are funded to the level needed. This may need to be a longer term strategy.</p> <p>Additional Learning Needs – due to a statutory obligation to meet the requirements of the new Additional Learning Needs & Educational Tribunal Act which is due to be implemented in 2021/22. This will require additional resources for both schools and for the local authority in relation to the provision of support for Children.</p>																																						
1.28	<p>The table below summarises all cost pressures:</p> <p>Table 1: Updated Budget Requirement Forecast 2021/22</p> <table border="1" data-bbox="300 1111 1342 1653"> <thead> <tr> <th rowspan="3">Summary of Pressures</th> <th colspan="3">2021 / 22</th> </tr> <tr> <th>L</th> <th>M</th> <th>H</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Prior Year Decisions/Approvals</td> <td>1.257</td> <td>1.257</td> <td>1.257</td> </tr> <tr> <td>Income Loss</td> <td>0.708</td> <td>0.876</td> <td>1.261</td> </tr> <tr> <td>Legislative/Unavoidable Indexation Pressures</td> <td>0.576</td> <td>0.576</td> <td>0.576</td> </tr> <tr> <td>National Resolution Pressures</td> <td>3.652</td> <td>4.359</td> <td>7.079</td> </tr> <tr> <td>National Funding Requirement (Pay)</td> <td>5.787</td> <td>6.949</td> <td>8.073</td> </tr> <tr> <td>Strategic Decisions</td> <td>2.444</td> <td>5.619</td> <td>9.090</td> </tr> <tr> <td>Total Pressures</td> <td>14.423</td> <td>19.636</td> <td>27.336</td> </tr> </tbody> </table>	Summary of Pressures	2021 / 22			L	M	H	£m	£m	£m	Prior Year Decisions/Approvals	1.257	1.257	1.257	Income Loss	0.708	0.876	1.261	Legislative/Unavoidable Indexation Pressures	0.576	0.576	0.576	National Resolution Pressures	3.652	4.359	7.079	National Funding Requirement (Pay)	5.787	6.949	8.073	Strategic Decisions	2.444	5.619	9.090	Total Pressures	14.423	19.636	27.336
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1.29	<p>Risks Issues</p> <p><u>North Wales Growth Bid</u></p> <p>The above is reaching a key stage and it is likely that some capital borrowing costs will be incurred by the partnership for advance capital access to ‘front-load’ investment for priority projects, noting that the Government grant is paid over to the partnership on an annualised bases over fifteen years. The detail of the Growth Deal is being finalised and the partnership aim to keep capital</p>																																						

	borrowing costs to the lowest possible level. Final cost estimates, and how they are to be shared, will be reported when available.														
	Strategic Funding Solutions														
1.30	<p>The solutions available to the Council to fund the cost pressures outlined in the report can be spilt into three themes:-</p> <ul style="list-style-type: none"> - Government Funding (Aggregate External Finance) - Local Taxation and Income - Service Transformation and Efficiencies <p>We can also consider suppressing the budget requirement by not making full budget provision for some risks and treating them as 'Open Risks' to be managed in-year.</p> <p>The funding strategy is highly dependent on sufficient national funding for local government and is unchanged since the budget for 2020/21 was set.</p>														
1.31	<p>Government Funding (Aggregate External Finance)</p> <p>The Council receives the largest amount of its funding from Welsh Government in the form of the Revenue Support Grant (RSG).</p> <p>For the Council to be sustainable future settlements will need to reflect the national financial pressures imposed on councils that are outside of their e.g. pay awards and legislative cost pressures.</p>														
1.32	<p>In 2020/21 the Council received an increase of 3.7% on its RSG – 0.6% below the Welsh Average of 4.3%.</p> <p>The impact of a range of RSG scenarios ranging from 0% to 5% are set out below.</p> <p>Table 2 – RSG Uplift Scenarios</p> <table border="1"> <thead> <tr> <th>Percentage Increase</th> <th>0%</th> <th>1%</th> <th>2%</th> <th>3%</th> <th>4%</th> <th>5%</th> </tr> </thead> <tbody> <tr> <td>Increase (£m)</td> <td>0</td> <td>1.994</td> <td>3.988</td> <td>5.982</td> <td>7.975</td> <td>9.969</td> </tr> </tbody> </table>	Percentage Increase	0%	1%	2%	3%	4%	5%	Increase (£m)	0	1.994	3.988	5.982	7.975	9.969
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1.33	<p>Local Taxation and Income</p> <p>No assumptions have been made on the level of Council Tax increases for future years at this stage and a decision will need to be made during the budget process in the context of the overall position.</p> <p>The impact of a range of scenarios are detailed below ranging from 0% - 5%:</p>														

Table 3: Council Tax Scenarios

Percentage Increase	0%	1%	2%	3%	4%	5%
Increase (£m)	0.677	1.550	2.423	3.296	4.169	5.041

Based on Estimated Council Tax Base for 21/22 and 98.7% collection rate

Fees and charges remain unchanged and will be subject to indexation as per the Council Policy for Fees and Charges with the aim of achieving full cost recovery wherever possible.

1.34 **Service Transformation and Efficiencies**

There are no local budget choices presented at this stage. There are no efficiencies of scale remaining and the position has not changed since we set the last annual budget. The need for safe and resilient services has been highlighted by the response to the emergency situation. A realistic minimum target of £1m has been estimated as a contribution to the budget for 2021/22.

1.35 **'Open Risks'**

The forecast as presented is subject to decisions on the level of the financial pressures to be included in the base and whether to take some 'open risks' as explained in 1.30 above.

1.36 **Summary and Conclusions**

Table 4: Potential Scenarios

Gap at the Lower Level	14.423	14.423	14.423	14.423	14.423	14.423
Percentage Increase	0%	1%	2%	3%	4%	5%
	£m	£m	£m	£m	£m	£m
RSG	0	1.994	3.988	5.982	7.975	9.969
Efficiencies	1.000	1.000	1.000	1.000	1.000	1.000
Council Tax	0.677	1.550	2.423	3.296	4.169	5.041
Total Potential Funding	1.677	4.544	7.411	10.278	13.144	16.010
Remaining Gap	12.746	9.879	7.012	4.145	1.279	(1.587)

1.37 As shown in table 4 a minimum RSG uplift of between 4% and 5% is required to cover the current level of cost pressures at the lower end.

1.38 **Budget Timeline**

The draft Welsh Government Budget has provisionally been set for 8 December 2020 with the Final Budget set for 2 March 2021. However, UK Government have recently announced that they will not be presenting an Autumn budget this year so the Welsh Government dates may be subject to change.

An outline of the local budget timeline at this stage is set out in the table below:

Table 5: Budget Timeline

Date	Event
20 October	Cabinet
November	Overview & Scrutiny Committees
8/9 December	WG Draft Budget/Provisional Settlement
15 December	Cabinet
19 January	Cabinet
16 February	Cabinet and Council
2/3 March	WG Final Budget/Settlement

2.00 RESOURCE IMPLICATIONS

2.01 **Revenue:** the revenue implications for the 2021/22 budget are set out in the report.

Capital: there are no new implications for the approved capital programme for either the current financial year or for future financial years – the capital programme will be subject to a separate report

Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles at this stage.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																					
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" data-bbox="320 309 1386 1077"> <tr> <td data-bbox="320 309 743 678">Long-term</td> <td data-bbox="743 309 1386 678">Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.</td> </tr> <tr> <td data-bbox="320 678 743 719">Prevention</td> <td data-bbox="743 678 1386 719">As above</td> </tr> <tr> <td data-bbox="320 719 743 759">Integration</td> <td data-bbox="743 719 1386 759">Neutral Impact</td> </tr> <tr> <td data-bbox="320 759 743 936">Collaboration</td> <td data-bbox="743 759 1386 936">Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.</td> </tr> <tr> <td data-bbox="320 936 743 1077">Involvement</td> <td data-bbox="743 936 1386 1077">Communication with Members, residents and other stakeholders throughout the budget process.</td> </tr> </table> <p>Well-Being Goals Impact</p> <table border="1" data-bbox="320 1189 1386 2107"> <tr> <td data-bbox="320 1189 743 1480">Prosperous Wales</td> <td data-bbox="743 1189 1386 1480">Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1480 743 1666">Resilient Wales</td> <td data-bbox="743 1480 1386 1666">Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1666 743 1816">Healthier Wales</td> <td data-bbox="743 1666 1386 1816">An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1816 743 1966">More equal Wales</td> <td data-bbox="743 1816 1386 1966">A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1966 743 2107">Cohesive Wales</td> <td data-bbox="743 1966 1386 2107">Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.</td> </tr> </table>		Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.	Prevention	As above	Integration	Neutral Impact	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.	Involvement	Communication with Members, residents and other stakeholders throughout the budget process.	Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.	Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.	Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.	More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.	Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
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	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The Forecast for 2021/22 – 2023/24 will be considered by Overview and Scrutiny Committees during November.

5.00	APPENDICES
5.01	Appendix 1. MTFS Forecast 21/22 – 23/24.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gary Ferguson,, Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>

Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

Financial Year: the period of 12 months commencing on 1 April.

Local Government Funding Formula: The system through which the annual funding needs of each council is assessed at a national level and under which each council's Aggregate External Finance (AEF) is set. The revenue support grant is distributed according to that formula.

Aggregate External Finance (AEF): The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of non-domestic rates.

Provisional Local Government Settlement: The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Local Government Settlement is set following the consultation.

Funding Floor: a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years.

MTFS - SUMMARY OF PRESSURES	Revisions			Revisions			Revisions		
	2021/22			2022/23			2023/24		
	Bottom	Middle	Top	Bottom	Middle	Top	Bottom	Middle	Top
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Prior Year Decisions / Approvals									
One Off Efficiencies dropping out (20/21)	0.300	0.300	0.300						
One Off Pressures dropping out (19/20)	(0.056)	(0.056)	(0.056)						
Unrealised Efficiency - Legal Svcs/Ind Est Review	0.092	0.092	0.092						
Unrealised Efficiency - Postage - Council Tax	0.035	0.035	0.035						
Unrealised Efficiency - Postage - Benefits	0.041	0.041	0.041						
Unrealised Efficiency - Market Review	0.035	0.035	0.035						
Unrealised Efficiency - Salary Sacrifice - AVC's	0.070	0.070	0.070						
Minimum Revenue Provision (MRP) - Existing	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300
Further borrowing costs for Capital Programme	0.015	0.015	0.015	0.001	0.001	0.001	0.001	0.001	0.001
Marleyfield Revenue Costs	0.425	0.425	0.425						
Total - Prior Years Decisions / Approvals	1.257	1.257	1.257	0.301	0.301	0.301	0.301	0.301	0.301
Loss of Income									
Reduced Energy Sales - Reduction in gas generation	0.120	0.120	0.120						
Markets - Scale of markets reducing	0.074	0.086	0.114						
Pest Control - Reduction in customer led demand	0.040	0.046	0.052						
Sale of Newtech Square - Rent no longer collected	0.095	0.095	0.095						
Enterprise Centres - Reduction in occupancy levels	0.050	0.050	0.050						
Recyclate Markets - Volatility in price & volume	0.299	0.479	0.730						
Registration Service - Cancellation of events	0.030		0.100	(0.030)		(0.100)			
Total - Loss of Income	0.708	0.876	1.261	(0.030)		(0.100)			
CUMULATIVE TOTAL	1.965	2.133	2.518	0.271	0.301	0.201	0.301	0.301	0.301
Legislative / Unavoidable Indexation Pressures									
Sleep in Pay Ruling	0.125	0.125	0.125						
Private Water Supplies	0.104	0.104	0.104				(0.052)	(0.052)	(0.052)
SUDS	0.112	0.112	0.112						
Fee Increases - Coroners	0.025	0.025	0.025	0.027	0.027	0.027	0.029	0.029	0.029
Independent Review Panel for Wales (IRPW)	0.028	0.028	0.028	0.029	0.029	0.029	0.030	0.030	0.030
North Wales Fire and Rescue Authority	0.160	0.160	0.160	0.162	0.162	0.162	0.164	0.164	0.164
Adoption Service	0.022	0.022	0.022						
Liberty Protection Safeguards				0.150	0.275	0.400			
Total - Legislative / Unavoid Index'n Pressures	0.576	0.576	0.576	0.368	0.493	0.618	0.170	0.170	0.170
CUMULATIVE TOTAL	2.541	2.709	3.094	0.639	0.794	0.819	0.471	0.471	0.471
Requiring National Resolution									
Benefits - CTRS	1.172	1.414	1.654	0.608	0.621	0.633	0.639	0.652	0.664
Council Tax Collection Levels	0.600	1.000	1.600						
Social Care Commissioning	1.880	1.945	3.825	2.037	2.037	2.037	2.116	2.116	2.116
Total - National Resolution Pressures	3.652	4.359	7.079	2.646	2.658	2.670	2.755	2.767	2.780
CUMULATIVE TOTAL	6.193	7.068	10.173	3.285	3.452	3.489	3.226	3.239	3.251
National Funding Requirement									
NJC Pay Award Estimate (Non Schools)	1.926	2.556	3.147	1.817	2.428	3.051	1.636	2.289	2.949
NJC Pay Award Estimate (Non Schools) - 20/21	0.612	0.612	0.612						
NJC Pay Award Estimate (Schools)	0.709	0.922	1.134	0.765	0.990	1.219	0.784	1.023	1.063
NJC Pay Award Estimate (Schools) - 20/21	0.206	0.206	0.206						
Teacher Pay Award Estimate	1.798	2.118	2.438	1.564	2.131	2.703	1.609	2.209	2.822
Teacher Pay Award Estimate - 20/21	0.536	0.536	0.536						
Total - National Funding Requirement	5.787	6.949	8.073	4.145	5.549	6.973	4.029	5.521	6.834
CUMULATIVE TOTAL	11.980	14.017	18.246	7.430	9.001	10.461	7.254	8.759	10.085
Strategic Decisions									
School Transport - General	0.163	0.163	0.163						
School Transport - Closure of John Summers	0.050	0.050	0.050						

MTFS - SUMMARY OF PRESSURES	Revisions			Revisions			Revisions		
	2021/22			2022/23			2023/24		
	Bottom	Middle	Top	Bottom	Middle	Top	Bottom	Middle	Top
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Post 16 Transport	0.047	0.047	0.047						
Social Services Adults Transport	0.063	0.063	0.063						
Social Services Childrens Transport	0.044	0.044	0.044						
Carelink - Alarm Monitoring Contract	0.125	0.125	0.125						
Carelink - Budget Issue (HSG)	0.216	0.216	0.216	0.109	0.109	0.109			
Transition to Adulthood	0.495	0.656	1.100	1.176	1.176	1.176	0.656	0.656	0.656
Secondary School Funding Review		0.764	1.529						
Secondary School Deficits		1.474	2.948		1.914	0.440		0.180	0.180
ALN - Reforms	0.144	0.340	0.597	0.223	0.223	0.223	0.017	0.017	0.017
ALN - Schools		0.413	0.825						
PRU new Build (Increased capacity)		0.061	0.074		0.045	0.113			
New PRU Building - Revenue Costs	0.027	0.027	0.027	0.019	0.019	0.019			
Children's Registered Residential Care Home	0.138	0.138	0.138	0.413	0.413	0.413			
P2P Upgrade	0.024	0.024	0.024	(0.019)	(0.019)	(0.019)			
Addressing Poverty - FSM - Demand	0.253	0.253	0.253						
Addressing Poverty - FSM - Increase in Allowance		0.107	0.174						
Joint Archive Service - Borrowing Costs							0.142	0.142	0.142
Joint Archive Service - Revenue costs			0.039			0.004			0.004
Benefits - Additional Staffing	0.300	0.300	0.300						
Ash Dieback	0.060	0.060	0.060						
21C Schools - Band B Borrowing Costs	0.015	0.015	0.015	0.097	0.097	0.097	0.912	0.912	0.912
Business Manager - Streetscene	0.072	0.072	0.072						
Home Education	0.046	0.046	0.046						
Primary Learning Advisor	0.080	0.080	0.080						
Missing from Home Coordinator	0.034	0.034	0.034						
Feasibility Study Provision Top Up	0.050	0.050	0.050						
Total - Strategic Decisions	2.444	5.619	9.090	2.017	3.977	2.575	1.727	1.907	1.911
CUMULATIVE TOTAL	14.423	19.636	27.336	9.447	12.978	13.036	8.982	10.666	11.996



CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Annual Performance Report 2019-20
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report for 2019/20 reviews our progress against the Council Priorities as detailed in the Council Plan 2019/20.

The report reflects the overall progress that has been made against our priorities and the level of confidence we have in achieving the desired outcomes. It also shows the position against our 53 risks, with 4 risk increasing in significance during the year and 16 risks reducing in significance by year end.

Performance against the Council Plan measures was positive with 88% of agreed key activities being assessed as making good progress and 91% likely to achieve the desired outcome. In addition, 78% of the performance indicators met or exceeded target for the year, whilst 59% showed improvement or remained stable.

Risks are also being successfully managed with the majority being assessed as moderate (68%) or minor/insignificant (17%); 15% of risks showed a high risk status at year-end, mostly due to lack of financial resourcing.

RECOMMENDATIONS

1	To approve the 2019/20 Annual Performance Report for recommendation to Council for adoption.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN PERFORMANCE 2019/2020
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish a Corporate Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Council Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Council Plan 2019/20. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	<p>The Annual Performance Report for 2019/20 reviews our progress against the Priorities as detailed in the Council Plan 2019/20. This assessment takes into consideration assessments of our performance for each of the Council Priorities through:</p> <ul style="list-style-type: none"> • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity • Progress against the Well-being of Future Generations sustainable development principles and goals. • Progress against the Council's Well-being Objectives
1.05	<p><u>Progress against Key Activities</u></p> <p>Good progress has been made against the 2019/20 Council Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The Report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none"> • We are making good progress in 88% (152) • We are making satisfactory progress in 12% (20) <p>Outcome:</p> <ul style="list-style-type: none"> • We have a high level of confidence in the achievement of 91% (157). • We have a medium level of confidence in the achievement of 9% (15).

1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Previous risk reports provided to Cabinet were based on initial risk scores and current risk position for each quarter. This has been altered for the purpose of the Annual Performance Report to demonstrate performance and trend of risks in year. Within this report, the initial risk is the position of risk as of 1st April 2019 and the current risk is the position of risk as of 31st March 2020.</p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 53 strategic risks identified in the Council Plan is as follows:</p> <ul style="list-style-type: none"> • 62% (33) risks remained the same. • 30% (16) risks reduced • 8% (4) risks increased
1.07	<p><u>Performance Indicator Outturns</u></p> <p>The Report summaries our performance against the Council Plan measures and also nationally using the Public Accountability Measures (PAMs). Welsh Government have decided not to collect the PAMs at the time of publishing this report, due to the ongoing pandemic. We have still collected the data and measured against trend and our own targets.</p> <p>Council Plan Measures</p> <p>Assessment of actual performance against target:</p> <ul style="list-style-type: none"> • 78% (68) of performance measures achieved target or better. • 14% (12) of performance measures missed target within an acceptable margin. • 8% (7) of performance measures significantly missed target. <p>Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year.</p> <p>Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 52% (31) of performance measures showed improved performance; • 41% (24) showed performance which had downturned when compared with the previous year; and • 7% (4) had maintained the same level of performance. <p>Public Accountability Measures</p> <p>Assessment of performance against our own set targets:</p> <ul style="list-style-type: none"> • 67% (10) of national measures achieved target or better. • 27% (4) of national measures missed target within an acceptable margin. • 6% (1) of national measures significantly missed target. <p>Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 73% (11) of national measures showed improved performance; and • 27% (4) showed performance which had downturned when compared with the previous year

1.08	Regulation, Audit and Inspection Activity The Audit Wales publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR is currently being produced for Flintshire which will summarise its findings and give recommendations from the various reports that have been produced.
1.09	The Auditor General has not made any statutory recommendations with which the Council must comply.
1.10	The Report will be made available via the Council's website once published. Paper copies will also be available with supporting documents which provide the more detailed information will be available as 'hyperlinked' documents.
1.11	Both Cabinet and Corporate Resources Overview and Scrutiny Committee have continued to consider performance areas which under-performed (downward trend and/or low quartile benchmark position) throughout 2019/20.
1.12	Progress against these action plans with mid-year performance will be monitored and reported in December as part of the mid-year performance reports.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications as part of this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">The Annual Performance Report covers all Five Ways of Working. Throughout the report you will be able to see the impact and the way we apply Five Ways of Working across the Council Priorities. We have included one case study which demonstrates impact through each of the areas</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the Annual Performance Report we refer to the Well-Being Goals and their impact.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>	Long-term	The Annual Performance Report covers all Five Ways of Working. Throughout the report you will be able to see the impact and the way we apply Five Ways of Working across the Council Priorities. We have included one case study which demonstrates impact through each of the areas	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Annual Performance Report we refer to the Well-Being Goals and their impact.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
Long-term	The Annual Performance Report covers all Five Ways of Working. Throughout the report you will be able to see the impact and the way we apply Five Ways of Working across the Council Priorities. We have included one case study which demonstrates impact through each of the areas														
Prevention															
Integration															
Collaboration															
Involvement															
Prosperous Wales	Throughout the Annual Performance Report we refer to the Well-Being Goals and their impact.														
Resilient Wales															
Healthier Wales															
More equal Wales															
Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

	<p>Council's Well-being Objectives The Council's wellbeing objectives have been measured against and evidence has been provided for each of the sub priorities. The evidence demonstrates the progress which have been made against the Well-being Objectives.</p>
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A Member workshop was held on 30 May 2019 which gave Members the opportunity to review the draft Council Plan 2019/20 to ensure that it captured all priorities. Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.

5.00	APPENDICES
5.01	Appendix A - Draft Annual Performance Report 2019/20 Appendix B - Council Plan 2019/20 Risk Register Appendix C - Public Accountability Measures 2019/20 Performance

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20 Council's Well-being Objectives

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies, Strategic Performance Advisor Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set objectives and publish a Plan.</p> <p>Public Accountability Measures: nationally agreed measures to be collected and monitored by all councils for benchmarking purposes.</p>

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Annual Performance Report 2019/20



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Introduction

Welcome to Flintshire's Annual Performance Report (APR). This document gives an overview of the performance of the Council during 2019/20 against the priorities we set. It also covers progress against our Well-being Objectives.

The report covers: -

- Progress against key actions and projects;
- Actual and comparative performance information against local and nationally set performance indicators;
- An assessment of how well the Council is managing the strategic risks and challenges it faces;
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result; and
- Our performance against the Future Generations Ways of Working and our Own Well-being objectives.

Priority Setting

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of seven priorities supported by a series of sub-priorities has helped the Council to concentrate on the things where attention was most needed during 2019/20. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

Alignment of Council Plan Priorities and Well-Being Objectives

Priority	Sub Priority	Well-Being Objectives
Caring Council	Adult Services	<ul style="list-style-type: none"> • Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support • Making early interventions to support healthy and independent living • Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families • Protecting people from the risk of any form of abuse • Giving equal opportunity to all to fulfil their lives
	Children Services	
	Adult and Children's Services	
	Housing	
	Protecting People from Poverty	
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> • Sustaining economic growth through local and regional business development, employment and training sites. • Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites. • Creating a supply of diverse and quality training and employment opportunities.
	Investing in our Communities	<ul style="list-style-type: none"> • Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour
Learning Council	Education and Skills	<ul style="list-style-type: none"> • Providing high quality learning opportunities and learning environments for learners of all ages. • Supporting children and younger people to achieve their potential. • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> • Enhancing the natural environment and promoting access to open and green spaces. • Reducing energy consumption and using and developing alternative/renewable energy production. • Maximising the recovery and recycling of waste.
	Safe and sustainable travel services	<ul style="list-style-type: none"> • Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
Safe and Clean Council	Safe and Clean Communities	<ul style="list-style-type: none"> • Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour

Connected Council	Resilient Communities	<ul style="list-style-type: none"> Supporting local communities to be resilient and self-supporting. Committing to resilient service models to sustain local public services.
	Customer Journey	<ul style="list-style-type: none"> Widening digital access to public services.
Serving Council	Effective Resource Management – Workforce	<ul style="list-style-type: none"> Continuing to be a high performing and innovative public sector organisation with social values. Providing high quality, accessible, responsive and cost effective public services.
	Effective Resource Management – Finance / Assets	
	Effective Resource Management – Collaboration	
	Effective Resource Management – Digital	

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Your Local Services

Services for you –a compilation of the range of services we offer the community of Flintshire and some figures against how well we have performed last year 2019/20.

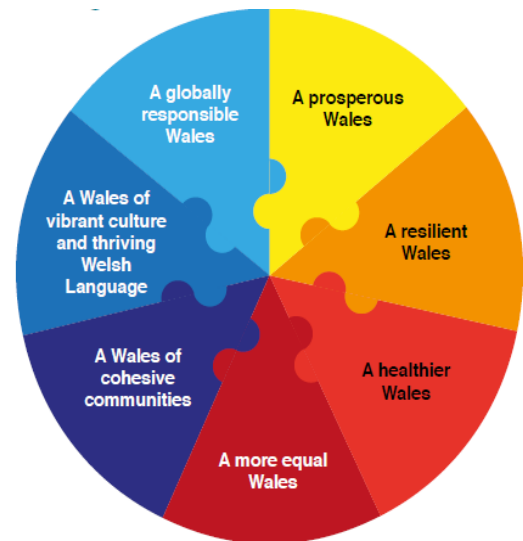
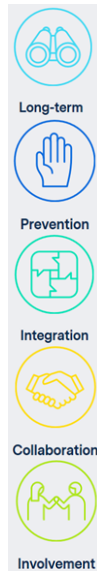
- 451 people accessed social prescribing / 3rd sector service through the Single Point of access
- 75% of people accessing the Single Point of Access service for Advice & Assistance service did not need support again for 6 months.
- 1,341 families accessed information and support through the Early Help Hub.
- The Contact Centre received over 123,000 calls for Housing and Streetscene between July 2019 and March 2020.
- 2175 domestic properties received energy efficiency measures
- 9 young people enrolled in Project Search to improve their employability skills
- 98% of food establishments met food hygiene standards
- 10943 people signed up to My Account
- 100% of direct employees achieve Foundation Living Wage
- 480 homes have received an electrical upgrade.
- 406 boilers have been installed by the in-house repairs team.
- 890 properties have had smoke alarms and carbon monoxide detectors upgraded.

Assessment of our Wellbeing Objectives

The Council set its Well-being Objectives in June 2017. These are the Council's commitments to embrace the Well-being of Future Generations (Wales) Act 2015.

Designated public bodies are required to work individually and collectively to improve well-being in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies. They also aim to ensure better decisions by:

- considering the long-term
- prevention
- integrated working
- working collaboratively
- being inclusive of people of all ages.



Further details on the Future Generations Act (FGA) and the seven wellbeing goals can be found by using this [link](#).

The section 'Future Generations – Five Ways of Working Case Studies' provides examples of how we have met the Future Generations ways of working in some specific area of work.

Our Well-being Objectives reflect the 'Impacts' we intend to make through the actions and activities within each priority. An assessment of the progress against each Objective is made as part of the overall performance for each priority.

Evidence of Well-Being Outcomes against Council Plan Priorities

Priority	Sub Priority	Progress	Outcome	Well-Being Objectives Outcome/Evidence
Caring Council	Adult Services	G	G	An average of 52 people have attended the day service at Hwb Cyfle.
	Children Services	G	G	3385 children accessed the Childcare offer.
	Adult and Children's Services	G	A/G	86.36% of initial child protection conferences were held within 15 days of the strategy discussion. 18 new foster carer approvals in the year.
	Housing	G	G	116 Council homes completed through the Strategic Housing and Regeneration Programme (SHARP).
	Protecting People from Poverty	G	G	Communities for Work Plus (CFW+) assisted 94 participants to gain employment.
Ambitious Council	Business Sector Growth and Regeneration	G	G	2777 jobs have been created locally.
	Investing in our Communities	G	G	9 young people enrolled in Project Search.
Learning Council	Education and Skills	G	G	72% of young people aged 16 – 18 in the youth justice system offered education, training or employment.
Green Council	Sustainable Development and Environmental Management	G	G	An agreement to establish a Climate Change Strategy Board.
	Safe and sustainable travel services	G	G	8 Local Travel Arrangements are now in place.
Safe and Clean Council	Safe and Clean Communities	G	G	98.13% of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN) have been completed.
Connected Council	Resilient Communities	G	G	Two residents have been helping us to engage with the over 50's through a number of activities.

	Customer Journey	G	G	Abandonment rate of calls reduced to 10.97% exceeding the target.
Serving Council	Effective Resource Management – Workforce	A/G	A/G	453 managers and employees attended Stress Management training. 80% Percentage of eligible employees receiving an annual appraisal
	Effective Resource Management – Finance / Assets	G	G	We have maintained the effective and cost-efficient performance of all principal regional, sub-regional and local collaborative services.
	Effective Resource Management – Collaboration			
	Effective Resource Management – Digital	G	G	Projects continue to be prioritised in accordance with Digital Strategy Board governance arrangements.

Highlights of performance and what has been achieved.

Theme: Caring Council

Strong Performance
<ul style="list-style-type: none">• 3385 children accessed the Childcare offer between April 2019 and March 2020.• 52 individuals attending the day service at Hwb Cyfle.• 116 Council homes have been completed through the Strategic Housing and Regeneration Programme (SHARP).• 94 participants assisted into employment through the Communities for Work Plus (CFW+) service
Strong Stories
<ul style="list-style-type: none">• A Quality Framework for Microcare has been developed and implemented.• We have increased the number of domiciliary care providers and a third of these providers have achieved the silver standard.• Individuals are now able to complete an initial assessment online to determine their eligibility for care funding.• Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies.• Construction of the new Learning Disability Day Centre was completed in May 2019.• A local social-food-enterprise Well-Fed has been established and is now trading. The mission of the company is to “connect everyone with good fresh food”.
Improvement Areas
<ul style="list-style-type: none">• To continue to reduce homelessness.• Number of affordable homes provided through planning permission.• To increase the percentage of initial child protection conferences

Theme: Ambitious Council

Strong Performance
<ul style="list-style-type: none">• 9 young people enrolled in Project Search in the September intake.• 42 business support sessions were delivered to support Social Enterprises.
Strong Stories
<ul style="list-style-type: none">• A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.• An agreement has been agreed in principle to transition to an independent trust model in April 2021.• Completed construction of school projects in Penyffordd and Connah’s Quay High School.
Improvement Areas
<ul style="list-style-type: none">• Obtain grant funding to support educational delivery.• To progress the testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise

Theme: Learning Council

Strong Performance
<ul style="list-style-type: none">• 72% of young people aged 16 – 18 in the youth justice system offered education, training or employment.• 72% of young people aged 16 – 18 in the youth justice system offered education, training or employment.
Strong Stories
<ul style="list-style-type: none">• Schools and central staff have engaged in the training offered to prepare for the revised ALN Act.• Schools have been offered professional development through the region to ensure that schools can deliver a transformational and engaging curriculum.• Schools have engaged positively with a national focus on implementing a new curriculum.
Improvement Areas
<ul style="list-style-type: none">• Increase the percentage of pupils aged 16 achieving 5A* - A grades at GCSE.• Reduction in the number of pupils who receive fixed term exclusions from school.• Improve the number of pupils assessed in Welsh at the end of the Foundation phase.

Theme: Green Council

Strong Performance
<ul style="list-style-type: none">• 82.1% average recycling rate across all HRC sites• 4.95% of C roads in overall poor condition has decreased from 5.76
Strong Stories
<ul style="list-style-type: none">• An agreement to establish a Climate Change Strategy Board.• There has been an agreement to establish an officer group for carbon reduction.• The completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake.• Flintshire are achieving waste management targets in advance of statutory timescales.• Parc Adfer began accepting regional and local non-recyclable waste.
Improvement Areas
<ul style="list-style-type: none">• Work with operators to help ensure that there is resilience in the supply chain of transport providers

Theme: Safe and Clean Council

Strong Performance
<ul style="list-style-type: none">• 179 employees completing the corporate safeguarding e-learning modules.• 98.1% of food establishments have met food hygiene standards.
Strong Stories
<ul style="list-style-type: none">• We have achieved the targets of the Corporate Safeguarding Action Plan.• Streetscene are performing well against their current performance standards.
Improvement Areas
<ul style="list-style-type: none">• Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).

Theme: Connected Council

Strong Performance
<ul style="list-style-type: none">• 451 people have accessed the social prescribing / 3rd sector service through the Single Point of access.• 10.97% call abandonment rate for combined Housing and Streetscene Contact Centre• 10943 My Account subscriptions has increased from 1900 during 2018/19
Strong Stories
<ul style="list-style-type: none">• The Holywell community Hub refurbishment is now complete.• A Social Value Strategy has been introduced and this is supported and measured within the procured software system.• Let's Get Moving developed opportunities for residents to be more active in their communities to achieve improvements in health and well-being.• A seamless and successful transition to an Integrated Contact Centre.
Improvement Areas
<ul style="list-style-type: none">• Procurement of monitoring software to produce information around monetary investments.

Theme: Serving Council

Strong Performance
<ul style="list-style-type: none">• 453 managers and employees have attended Stress Management training, rising from 145.• 9.94% employee turnover has reduced from 10.48 days in 2018/19
Strong Stories
<ul style="list-style-type: none">• We have implemented a compliant and sustainable new pay model. As part of this model, we can offer a competitive salary across the majority of evaluated posts.• An agreement is in place for a model template to calculate full cost recovery to inform future service level agreements (SLA).• There has been a successful transition to a new service model for enforcement services.• The second phase of the Alternative Delivery Models for medium-term implementation has been agreed.
Improvement Areas
<ul style="list-style-type: none">• Percentage of permanent employees who have left within first year of employment.• The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence.• The percentage of planned efficiencies achieved M11 Revenue monitoring report.

Council Plan Progress – Infographic of RAGs

Assessment of our Performance

The table below provides an overview of progress against Council Plan Actions and Key Performance Indicators. For more details information please refer to the End of Year Monitoring Report.

The Action Progress key below defines the Red / Amber / Green (RAG) for Actions Progress in year. The Outcome RAG status below was assessed as part of the end of year reports in September and is based on our confidence in contributing positively towards the Outcome during the year.

<u>PROGRESS RAG Status Key</u>		<u>OUTCOME RAG Status Key</u>	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

The key below defines the Red / Amber / Green (RAG) status for each of the Key Performance Indicators.

Key Performance Indicators	
Limited Progress - delay in scheduled activity; not on track	RED
Satisfactory Progress - some delay in scheduled activity, but broadly on track	AMBER
Good Progress - activities completed on schedule, on track	GREEN

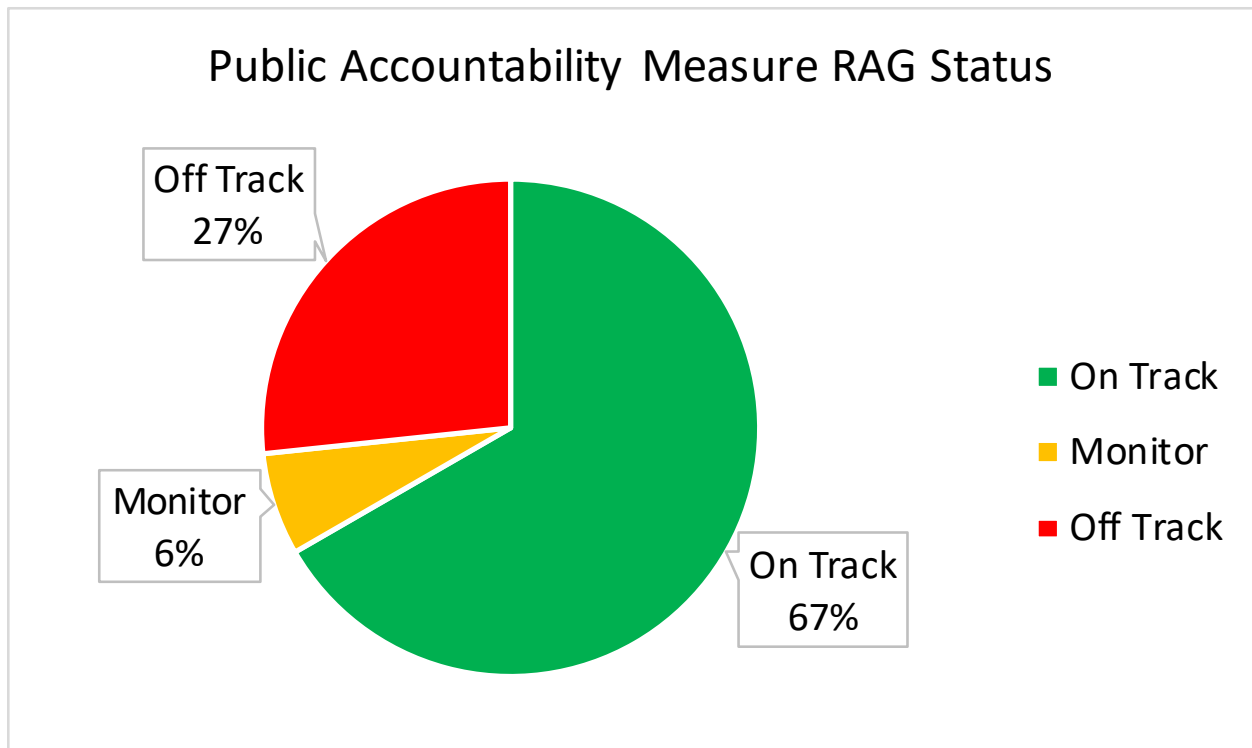
Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit have not requested submission of the Public Accountability Measures at the date of publication of this document. The analysis below is based on Flintshire County Councils performance against its own set targets and trend on previous year 2018/19.

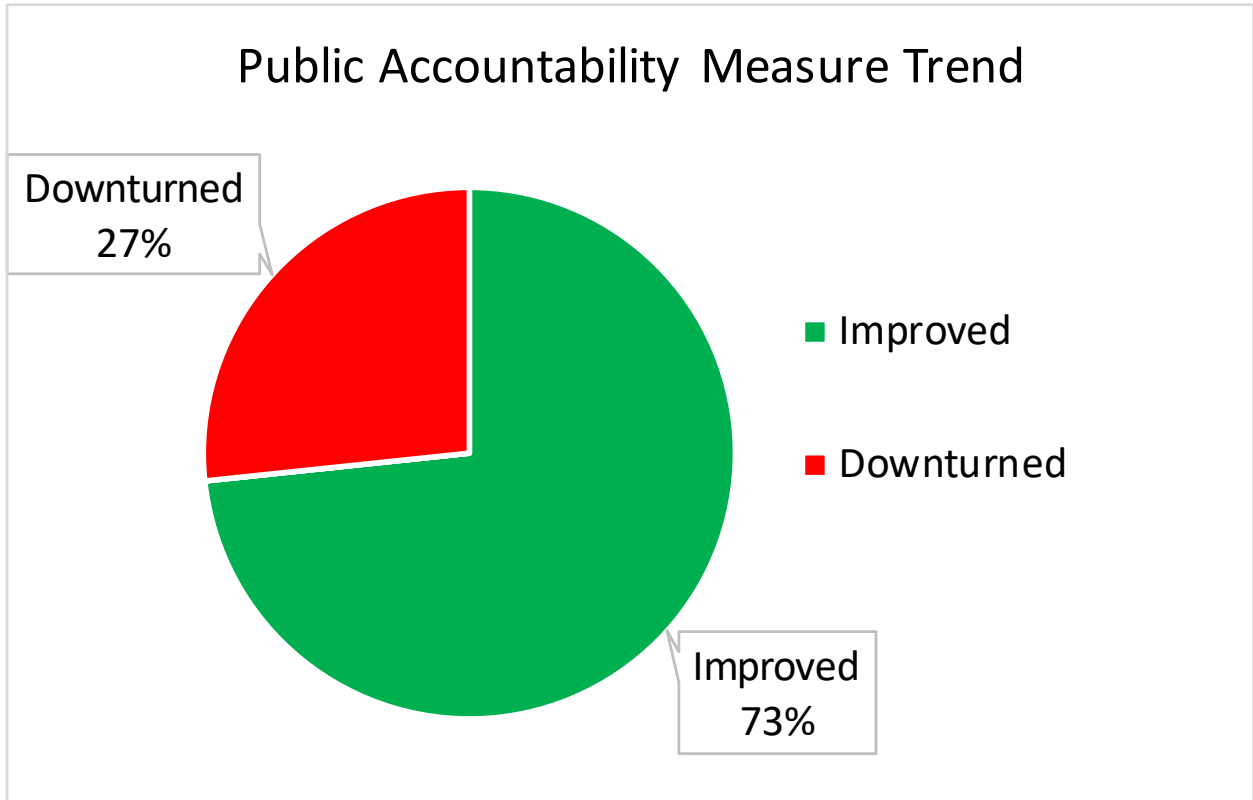
How we performed against Public Accountability Measures 2019/20

We have performed well against Public Accountability Measures 2019/20 with an overall increase in the number of measures on track from 50% in 2018/19 to 67% in 2019/20. The number of number of measures that are to be monitored has significantly decreased from 25% in 2018/19 to 6% in 2019/20. There has been a slight increase in the number of measures off track from 25% in 2018/19 to 27% in 2019/20.



Performance trend for Public Accountability Measures 2019/20

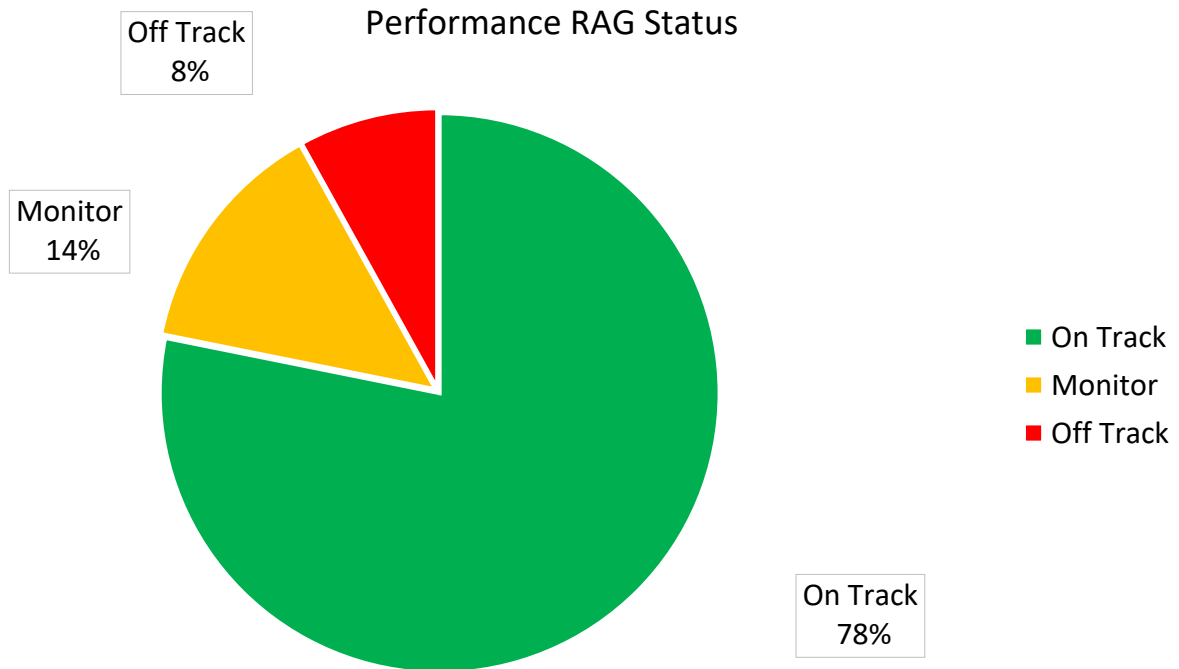
Through 2019/20 we have seen an overall positive increase in performance trend. The improved trend has increased from 17% in 2018/19 to 73% in 2019/20. The number of measures with a downturned trend decreased from 83% in 2018/19 to 27% in 2019/20.



Council Plan Performance Summary

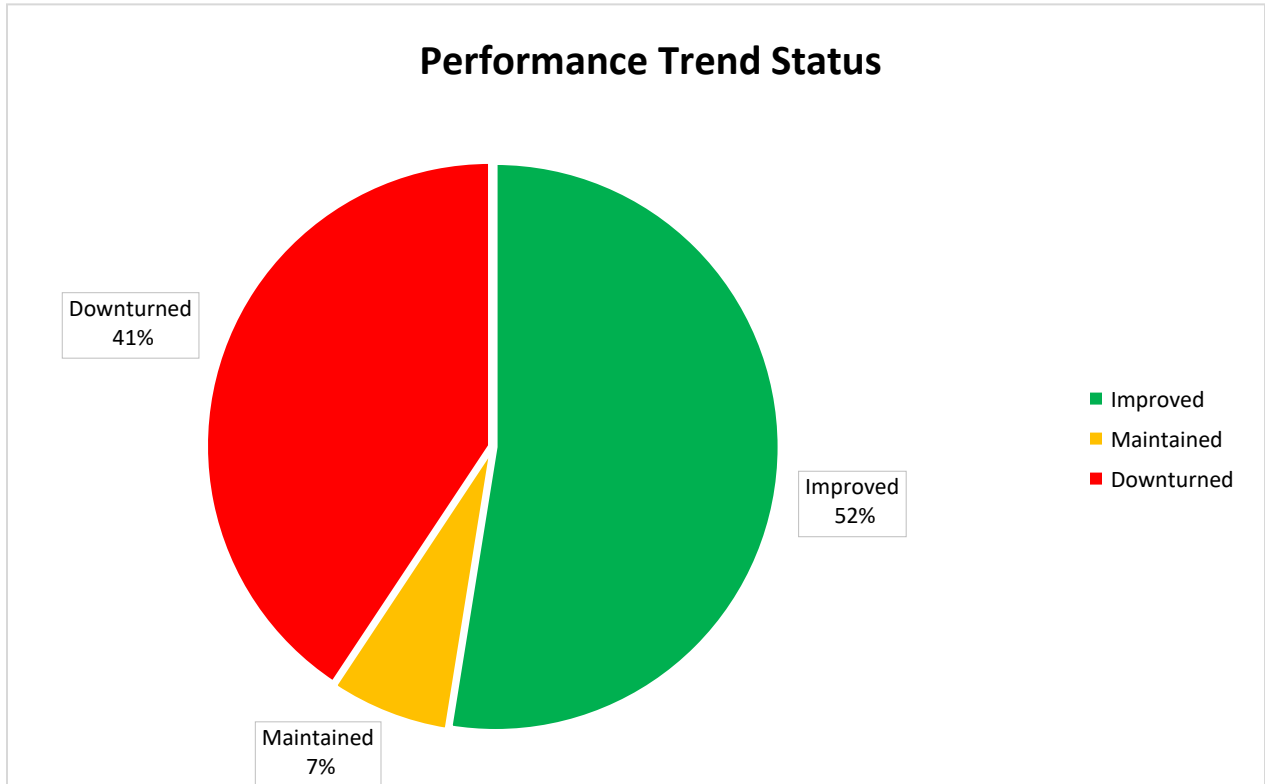
Performance for 2019/20 against our Council Plan Measures is summarised in the performance indicator chart below. 78% of indicators achieved target or better compared to 70% in 2018/19. 8% of indicators significantly missed targets compared to 10% during 2018/19. 14% of indicators are being monitored compared to 20% in 2018/19.

Chart 2a: Performance RAG status for Council Plan Measures 2019/20



The performance trend for 2019/20 against our Council Plan Measures is summarised in the performance indicator chart below. 52% of indicators improved compared to 60% in 2019/20. 41% of performance indicators downturned compared to 27% in 2019/20. 7% maintained their performance compared to 13% in 2019/20.

Chart 2b: Performance Trend for Council Plan Measures 2019/20

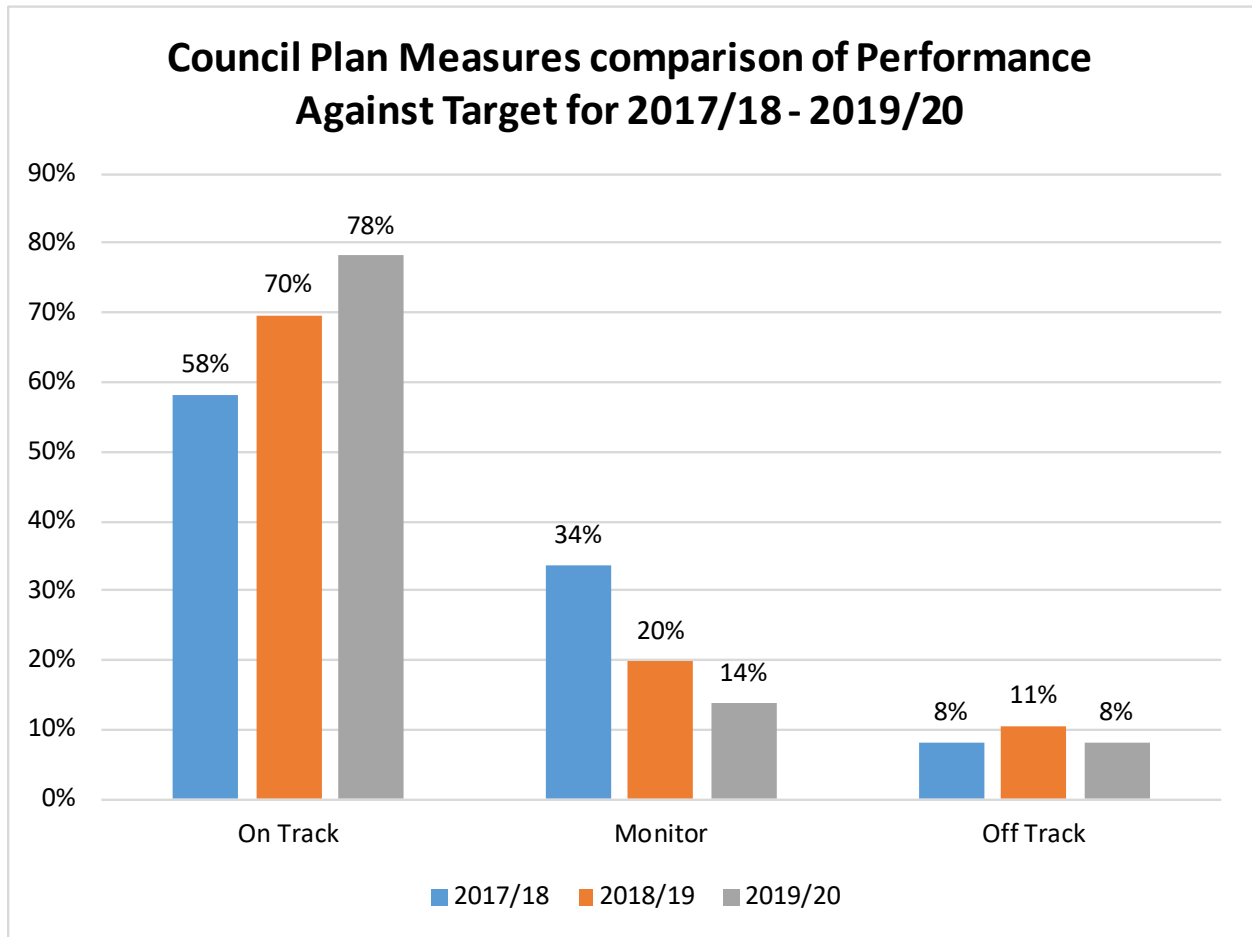


Council Plan Performance Data Summary

The table on the next page demonstrates a comparison of performance data from 2017/18 through to 2019/20. Each table shows positive or maintained progress being made in comparison to the previous year.

The table below shows that we had a positive year in outcomes compared to previous years. We had a year on year increase in measures on target. 58% performance indicators which were on track in 2017/18, 70% in 2018/19 and 78% in 2019/20. During 2017/18 34% performance indicators missed target marginally, this decreased to 20% during 2018/19 and decreased further to 14% in 2019/20. During 2017/18 8% of performance indicators were classed as off track and missed target compared to 11% in 2018/19. This has returned to 8% for 2019/20.

Chart 3a: Percentage of Council Plan measures against target for 2017/18, 2018/19 and 2019/20

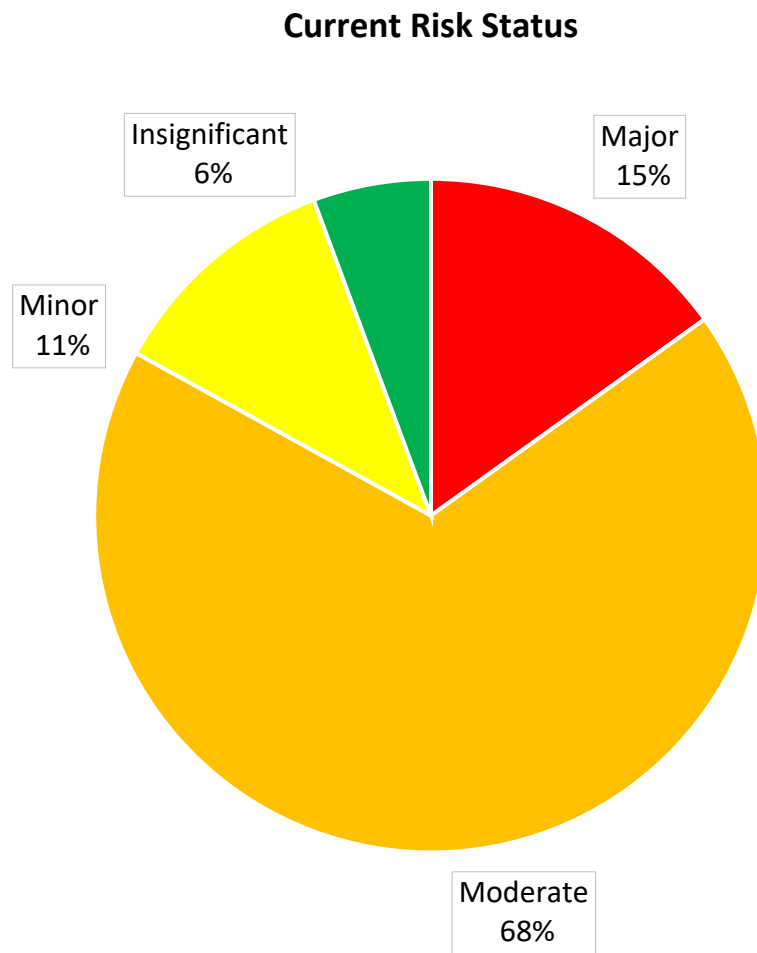


Risk Management

The Council adopted the Council Plan for 2019/20 in June 2019. The Council Plan's strategic risks are contained within the priorities of the Plan and are monitored throughout the year.

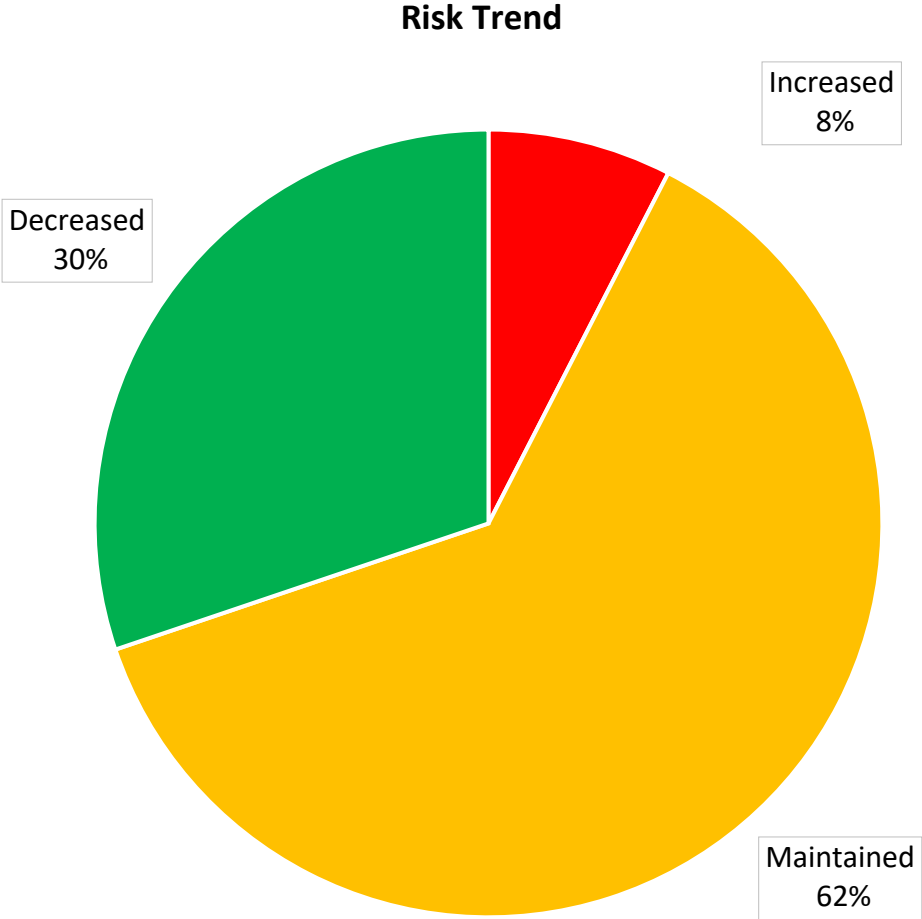
Analysis of the year end risk levels for the 53 strategic risks identified in the Council Plan is as follows: -

- 3 (6%) are insignificant (green)
- 6 (11%) are minor (yellow)
- 36 (68%) are moderate (amber)
- 8 (15%) are major (red)



Trend analysis compares the significance of risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 16 (30%) risks had decreased
- 33 (62%) risks remained maintained
- 4 (8%) risks had increased



A summary table of the risks at year end 2019/20 is shown in Appendix A.

Future Generations – Five Ways of Working – Case Study – Hwb Cyfle

Hwb Cyfle, which means ‘Opportunity Hub’, provides a fully accessible and vibrant setting for people with learning disabilities to receive respite care and support, develop skills, build friendships and increase their independence.



Long Term –

Hwb Cyfle represents a £4 million capital investment by Flintshire County Council, which demonstrates the Council’s commitment to delivering quality social care services to vulnerable adults. The new building is state-of-the-art and has been enjoyed by service users, their family members and our staff since it opened its doors in June, 2019.

Prevention –

This project has been pivotal to the modernisation and transformation of Learning Disability Day and Work Opportunity services in Flintshire. The service provides meaningful daytime activities for more than 250 people with learning disabilities. Supporting people to learn new skills, develop independence and to make social connections and friendships. The service also works in close partnership with a supported living programme to ensure that people supported, their parents and carers, can develop positive health and well-being through the provision of fulfilling, safe and seamless respite services, preventing families reaching crisis.

Integration –

Flintshire has led the way with all key partners in developing this centre which aims to better integrate health, social care and the third sector and to help empower people with learning disabilities to access more opportunities in their local community. The facility and the service are cutting edge in Wales.

Collaboration –

A successful partnership has been established between the Council and Hft. This has improved the quality of services for people with learning disabilities, by combining expertise and experience to inject the service with new ideas and market leading methods and practices.

This collaborative and participatory service model is further complemented by new partnerships that have been with a number of local third sector community groups, bringing a wide variety of activities and opportunities for people supported and staff. These partnerships are delivering social value and community benefits.

Involvement -

Throughout this project, the most positive results have been achieved when co-production and close engagement has been undertaken. This engaging and inclusive approach is the key learning point from this project.

Engagement has been most successful when people that use services are placed at the heart of the activity. This helps the project team to establish what matters most to people, and the project objectives can be shaped and prioritise to deliver this. Engagement with staff has also been critical to the success of the project to ensure that service models are efficient and optimised to drive continuous improvement.

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During the past 12 months we have continued to make progress with meeting our equality objectives and our statutory duties. A new tension monitoring system has been established so that we can identify potential community tensions and monitor hotspots and trends. We continued to work with other public bodies to promote Hate Crime Awareness week to encourage reporting and reinforce the message that hate crime is wrong. "Show Racism the Red Card" (an anti-racism charity) were commissioned to provide race equality training for year 8 school pupils. We have continued to raise awareness of discrimination and promote tolerance and understanding through participating in LGBT (lesbian, gay, bisexual and transgender) History month and Trans Remembrance Day and provided equality related training for our employees. The Youth Service has established an LGBT Youth Group to support young LGBT people. We are working with the Regional Community Cohesion Team to strengthen links with people with protected characteristics in our communities, and improve engagement and consultation. We are reviewing some public paths to improve access for all protected groups.

We have worked with our colleagues from other public bodies across North Wales to develop shared, new equality objectives for 2020/24 and have developed our new Strategic Equality plan for 2020/24.

Welsh Language Standards (WLS)

We are committed to promoting, supporting and safeguarding the Welsh language for the benefit of present and future generations and ensuring that we can offer high quality services through the medium of English and Welsh. Over 97% employees have now completed the Welsh language skills assessment; we are aiming to achieve 100% response rate during 2020/21. This information is important for managers, enabling them to identify training needs within their teams and plan how they will deliver bilingual services. We have reviewed and updated the way we write person specifications on vacant posts to ensure the Welsh language requirements are more descriptive and attract more Welsh speakers. We participated in Diwrnod Hawliau (national Welsh language Rights Day campaign), promoting our services which are available in Welsh to encourage Welsh speakers to contact us in Welsh. We continued to support Menter Iaith Sir y Fflint a Wrecsam (an independent community organisation working to increase and strengthen the use of Welsh locally) to celebrate Saint David's Day across the county and were able to secure funding to hold an additional, successful community event in Connah's Quay.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board (PSB) was formally established on 1st April 2016 as a result of the "Well-being of Future Generations (Wales) Act" coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (as statutory members); along with North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales and Welsh Government (as invited PSB members). Together these organisations have

worked positively in implementing the Well-being Plan for Flintshire published in May 2018. ([link to the Plan here along with the Annual Report](#)).

More recently, in response to the challenges posed by Covid-19, the Flintshire PSB has joined with the Wrexham PSB to form a united body to action some of the more pressing and longer term societal challenges which affect both counties.

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care Inspectorate Wales (CIW).

The WAO publish an annual report on behalf of the Auditor General for Wales called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year.

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

Appendices

Appendix A – Council Plan 2019/20 Risk Register

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following sources:

- Flintshire County Council Plan 2019/20
- Flintshire Council Plan Annual Monitoring Report 2019/20
- Flintshire Social Services Annual Performance Report 2019/20
- Annual Strategic Equality Plan Report 2019/20
- Welsh Language Monitoring Report 2019/20

Thank you for reading our Annual Performance Report for 2019/20.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

Please contact us on:

Tel: 01352 702744

Email: corporatebusiness@flintshire.gov.uk

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End of Year Council Plan Risk Report 2019/20

Flintshire County Council

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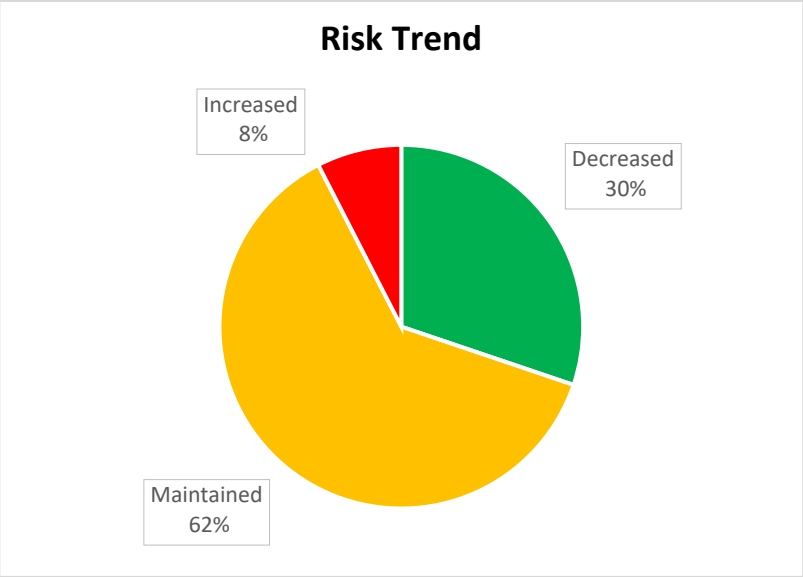
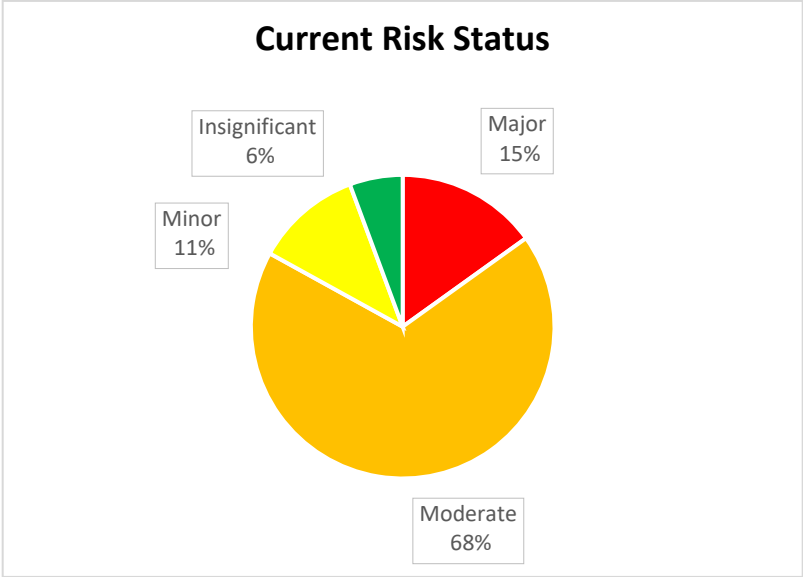
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Analysis



Caring Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p>Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs commenced in May 2019. The emergency beds provision is in place and is proving to be in demand.</p> <p>Progress Comment: Homelessness remains a high area of risk as a result of a number ongoing factors but it is important to note the risk of an increase in homelessness post COVID-19 is significant. The service is at the moment receiving only approximately 50% of presentations compared to this time last year but this is in the main due to the measures put in place by the Government to protect people from homelessness during COVID-19. At this time it is unclear what will happen once existing measures are withdrawn post COVID-19 but there is a real risk of increased homelessness through a number of factors such as:</p> <ul style="list-style-type: none"> • Recommencement of possession hearings including the backlog from this period. • Rent/Mortgage arrears accrued during this period. • Financial hardship through loss of employment. • Long term changes to affordability of properties due to impacts of the above. <p>First Updated: 22-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: Housing Strategy and Action Plan 2019 - 24 used to manage Section 106 and Social Housing Grant programmes. A framework to maximize the level of affordable housing. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.</p> <p>Progress Comment: This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future. To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up. The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years. In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by August 2020.</p> <p>Last Updated: 22-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager				Closed
<p>Potential Effect: Increased homelessness</p> <p>Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms</p> <p>Progress Comment: This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.</p> <p>Last Updated: 02-Jan-2020</p>						

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

Potential Effect: i) Reduction in number of units delivered

Management Controls: On-going work to maximise the use of Council land and other publically owned land. The Council is working with private developers and housing associations to jointly develop sites to purchase and develop privately owned sites. Introduction of a North Wales Construction Framework in April 2020.

Progress Comment: To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 22-Jun-2020




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for Council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	 Yellow	 Green		Closed




Potential Effect: A reduction in the construction and delivery of Council houses

Management Controls: Welsh Government (WG) has reduced Borrowing CAP restrictions for the housing Revenue Account (HRA).

Progress Comment: This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Jan-2020




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager				Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency. iv) Increase in budget allocation to meet demand.</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers. A new procurement process is currently being implemented. Last Updated: 12-May-2020</p>						




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


Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
Potential increased risk of homelessness and need for accommodation.
Increased demand in existing support services.

Management Controls: Welfare Reform is undoubtedly impacting services. Collaborative working is taking place to improve communication across the teams and active participation with other agencies at hubs and community events will help to identify opportunities for early intervention.
Council Tax Collection continues to be under pressure and a recent review of the claims process for Council Tax Reduction are now in place to make it easier and quicker and will continue to monitor the success of this review. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.
Frequent budget reviews of the Discretionary Housing Payments funding remains a priority to maximise support for residents.




Progress Comment: Work is underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. This work is concentrated around early intervention which enables support to be provided to those who need it. This support provides a more realistic chance of the rent accounts becoming more manageable and out of an arrears situation.
There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.
During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.
As a result of the current emergency situation, the Welfare Reform Team will continue to respond to and provide ongoing intensive assistance to support residents through personal changes in household financial circumstances for 2020/21.
Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will remain a risk of an increase in demand in services for 2020/21.
A programme of improving communications across teams to help identify customers who will require further support and guidance is ongoing. Council Tax Collection remains under pressure.
Last Updated: 22-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers' needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.</p> <p>Last Updated: 11-May-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader				Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: i) Continue the proactive response to Council tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness. ii) Flintshire County Council (FCC) funding a personal budgeting support service (delivered by the CAB) for Universal Credit (UC) claimants who experience problems managing their single monthly UC payment, including their housing costs. iii) FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments. iv) FCC effective management of Discretionary Housing Payment budget is enabling target support to households, primarily impacted by the welfare reforms.</p> <p>Progress Comment: Rent arrears have stabilised and being brought under control as the year end outturn reflects an improved financial position where rent arrears have fallen, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.</p> <p>To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in quarter one allowed the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact. The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears.</p> <p>Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit and the Council continues to achieve the highest collection level of any Welsh local authority.</p> <p>Last Updated: 22-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open

Potential Effect: Local economy will suffer as people can only just afford to spend on essential items.
Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation. The Welfare Team provide support with budgeting to assist in this area.
Progress Comment: Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.
 Last Updated: 12-May-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open




Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.
Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
 Increase bed and extra care capacity for dementia/ learning disabilities.
 Joint marketing and recruitment campaign, including portals, sharing of candidates, and shared approach.
 Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.
Progress Comment: The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
 Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging.
 No care homes are currently in Escalating Concerns.
 Situation is fluid with COVID-19 response; launch of Discharge Facilitation Group and opening of 2 new care homes will have an impact.
 Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.
Management Controls: Actively prioritise waiting list for DoLS assessments
Regularly engage with providers to keep the priority list refreshed.
Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards.
Progress Comment: The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.
Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. National guidance remains to be finalised.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open

Potential Effect: Employees will not identify potential safeguarding issues.
Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.
Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training.
Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.
Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Corporate Safeguarding e-learning modules are available for employees who do not need to undertake specialist training. Further training has been provided by AFTA Thought, who provide drama based training. The training is aimed at employees and the Independent sector working with young children in pre-school settings. Further training on County Lines, Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

Potential Effect: Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.




Management Controls: Supporting resilient families through the Early Help Hub.
 Targeted support to families on the edge of care.
 Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group.
 Policies and models to attract new foster carers and expand the type of placements offered.
 Working with local providers to reshape the residential market.
 Maximising local housing options.

Progress Comment: Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers in November 2019 to help stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.

Last Updated: 20-Apr-2020

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effect: Delayed discharge from hospital; unable to fulfil need for care packages at home.

Management Controls: Utilising the Care@Flintshire portal to promote vacancies.
 Working with providers to establish appropriate fee rates.
 Regional Domiciliary Care Agreement in place.
 Value Based recruitment.
 Investment in the Microcare model.

Progress Comment: We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.
 Fee rates have been developed for 2020/21, and providers have been consulted.
 Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. Current mitigation in place around COVID-19 response.

Last Updated: 20-Apr-2020

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

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

Management Controls: In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings.

Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty.

Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.




Progress Comment:

We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts.

Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child.

The grant will also be used to support innovative provision such as parenting groups and peer support groups.

Last Updated: 20-Apr-2020

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

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

Management Controls: In-year mapping and assessment of pathways to ensure that the needs of families are met.




Outline our commitments working with partner agencies to target interventions to reduce levels need.




Effective planning of services at various tiers of need.




Progress Comment: Welsh Government continue to progress the Funding Flexibilities Agenda, with two new Grants with ten programmes of activity; Housing Support (three) and Children and Communities (seven). An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.




Last Updated: 20-Apr-2020

Ambitious Council




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager				Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: The performance on Disabled Facility Grant (DFG) timescales has been an area of challenge over time and a management board was established to improve and monitor progress.</p> <p>The budget for the programme is currently on track.</p> <p>Last Updated: 12-May-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p>Management Controls: Continuation of school modernisation and investment programme, will over time, reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.</p> <p>Last Updated: 19-Mar-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support					Open
<p>Potential Effect: Larger class sizes in all phases and potential breach of infant class size regulations. Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum. Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services. Reduction in quality of education delivered by schools resulting in more schools in Estyn categories. Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN. Higher deficit budgets in schools – corporate finance risk. Unsustainable schools in some communities. Increasing redundancy costs for Council as schools cut staff. Increasing challenge in recruiting senior leaders in schools. Increasing sickness absence in the school workforce.</p> <p>Management Controls: Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team; Overview & Scrutiny; School Budget Forum; Portfolio Finance Team. Regular interface with Headteachers & Chairs of Governors to maintain open communication. to support strategic planning by school leaders. Regular interface with Welsh Government and Welsh Local Government Association to maintain. high profile on education spending. Management of school estate through School Organisational Change Strategy. Only referrals to Occupational Health & Care First.</p> <p>Progress Comment: The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020. Some grant funding for schools from Wales Government has been received. Further impact on grants regime following re-purposing of schools has yet to be determined.</p> <p>Last Updated: 18-Apr-2020</p>						

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




Learning Council




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision					Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline.</p> <p>Management Controls: Condition surveys are carried out to identify priorities. Limited funding to address the backlog of known repair and maintenance works. Capital works reducing the backlog of known repair and maintenance works as part of refurbishments of schools or new schools are being constructed.</p> <p>Progress Comment: Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of capital investment through the School Modernisation Programme is of vital importance, this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate. The risk will be reviewed when the next cycle of condition surveys are available.</p> <p>Last Updated: 21-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Page 29 Failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk.</p> <p>There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure.</p> <p>Schools do not have sufficient capacity to meet their duties towards pupils with Additional Learning Needs (ALN) resulting in additional workload for Council officers and potential redress through tribunal.</p> <p>Increasing sickness absence in the workforce due to increase workload demands.</p> <p>Management Controls: Development of Transformation Plan outlining actions against key Welsh Government/Council milestones, particularly in relation to finance. Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings. Development of a communication strategy to ensure all key stakeholders are informed in a timely manner. Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees. Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications.</p> <p>Progress Comment: The duties placed on the Council by the Act have been deferred to the new implementation date of September 2021. Publication of the operating Code has also been delayed to the end of 2020. This will impact on the Council's ability to prepare fully to meet the revised statutory duties however, the current risk level remains low due to the revised implementation date.</p> <p>Last Updated: 17-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support	Yellow	Yellow	↔	Open
<p>Potential Effect: Schools unprepared for significant changes to the curriculum and assessment models Lack of clarity for schools and individual teachers around areas of learning and experience Increasing challenge in recruiting and retaining senior leaders and teachers in schools Reducing standards in quality of education and learner outcomes Poor Estyn outcomes for LA and for schools Reputational damage to Council</p> <p>Management Controls: Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction. Identification of future school leaders & engagement in Regional School Improvement Service (GwE) professional offer for school leadership. Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6. Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum. Regular Quality and Standards meetings with GwE Core Leads. Regular monitoring of vacancies – schools.</p> <p>Progress Comment: All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes. The new curriculum for schools was published in January 2020 for implementation in September 2021.</p> <p>Last Updated: 20-Apr-2020</p>						

Green Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager				Closed
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefore the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect: Flooding of homes and businesses across the county. Potential homelessness.</p> <p>Management Controls: Review our approach to funding capital projects.</p> <p>Progress Comment: Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients. Recruitment into the team was planned for quarter four but has been put on hold in response to the pandemic.</p> <p>Last Updated: 23-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Network Manager	Ruth Cartwright - Regulatory Services Manager			↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire.

Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Road Safety Scheme identification for improvement to routes through available funding.



Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Progress Comment: The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year, however the delivery of some of the final schemes were impacted by COVID-19 and will be completed once restrictions and resources allow. The annual funding remained below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be more than £2.7m per annum.

Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure, and this will continue whilst being mindful of the impact of COVID-19 on the deliverability of the schemes during the summer season, which is the best time of year for the works to be carried out.

Last Updated: 18-Apr-2020

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager			↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas

Management Controls: Develop services so that they become more commercially viable

Progress Comment: The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.

Last Updated: 16-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager				Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
ii) Management of financially compliant contracts
Progress Comment: Control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors. Due to the current emergency situation the risks to suppliers have increased. Action has been taken by Welsh Government and local authorities to mitigate the risk by providing a financial support package to the industry. The risk will escalate in the event that financial support is withdrawn.
Last Updated: 16-Apr-2020




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Network Manager					Open




Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims.
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.
Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene & Transportation Service Delivery teams.
Last Updated: 18-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Ruth Cartwright - Regulatory Services Manager	Yellow	Yellow	↔	Open
<p>Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services. iii) Increase in individual car usage.</p> <p>Management Controls: Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020</p> <p>Progress Comment: An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport. Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.</p> <p>Last Updated: 16-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager		Amber	Amber	↔	Open
<p>Potential Effect: Increased financial pressure to pay for disposal of residual waste. Failure to meet Welsh Government statutory recycling/re-use/composting targets.</p> <p>Management Controls: Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.</p> <p>Progress Comment: The Council has achieved the statutory recycling target for 2024-5. The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement. The Christmas waste campaign was well received by residents and Members. Ongoing engagement through the month of March (via email/press/website) to update residents on changes to waste service in light of the coronavirus pandemic.</p> <p>Last Updated: 14-Apr-2020</p>						

Safe and Clean Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of resilience to respond to parking contraventions or environmental crimes. Increased environmental crimes resulting in deterioration of natural environment. Decreased highway safety.</p> <p>Management Controls: Review upcoming legislative changes. Improved time management of current enforcement team.</p> <p>Progress Comment: Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc. Cabinet approval to employ two further enforcement officers with increase in workload.</p> <p>Last Updated: 17-Apr-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of support for the enforcement services. Rescinding of enforcement action leading to lack of confidence in service. Abuse and aggression towards the enforcement team. Increased traffic contraventions and environmental crime occurrences.</p> <p>Management Controls: Improved engagement with public via education and engagement events. Improved understanding of what a parking or environmental crime is. Engagement with NWP via Chief Officer, monthly reports now being circulated and logging of all incidents reported by Enforcement Officers.</p> <p>Progress Comment: Ongoing Educational Campaigns have been progressed to provide residents with understanding on current legislation and the need to comply. Education takes place before the implementation of any new legislation introduced. Enforcement services fully operated by in-house team, focusing on education before enforcement.</p> <p>Last Updated: 17-Apr-2020</p>						




Connected Council




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models.</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's) face	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable.</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress.</p> <p>Progress Comment: Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place.</p> <p>Last Updated: 20-Apr-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities.</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases.</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings of Community Asset Transfers (CATs) have been ongoing and it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.</p> <p>Last Updated: 20-Apr-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduced national funding reduces our ability to invest in communities and work proactively with them to develop their resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Communities cannot capitalise on their resources and resort to support from statutory services.</p> <p>Management Controls: Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them design a local response to address them.</p> <p>Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive.</p> <p>Be smarter about securing and linking potential social investment to locally identified priorities.</p> <p>Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.</p> <p>Progress Comment: The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's), and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.</p> <p>Last Updated: 20-Apr-2020</p>						




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




Serving Council




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager				Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Council considered the final options for the budget on 18th February 2020 and was able to approve a legally balanced budget, although there were no indicative amounts provided for 2021/22 and beyond.</p> <p>The current emergency began towards the end of the financial year and will have a significant impact on public finances including local government. Even prior to the pandemic, the medium term was forecast to be challenging with an initial high level forecast for 2021/22 of a gap of £10m. This is currently being reviewed following a Medium Term Financial Strategy (MTFS) workshop held in early March 2020 and an update on the future outlook is due to be reported to Members prior to the Summer recess.</p> <p>Last Updated: 23-Jun-2020</p>						




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


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance					Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: A detailed programme of works has been developed including all the Council's aspirations. This has been developed into a phased action plan with sufficient resource allocated to achieve the aspirations. Resources are tight, especially in certain teams, and work is planned based on an assessment of which teams are needed to complete the task and whether they have capacity. Any significant extra requests for work will delay the existing planned actions.</p> <p>Last Updated: 20-Apr-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open
<p>Potential Effect: Reductions or cessation of services and high increases in Council Tax levels</p> <p>Management Controls: National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.</p> <p>Maximisation of business planning efficiencies from Portfolios and increases to fees and charges</p> <p>Progress Comment: The Council successfully developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA). The Council will continue to press for fully funded demand led services and inflationary pressures as it progresses and updates its Medium Term Financial Strategy.</p> <p>Last Updated: 23-Jun-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger				Open
<p>Potential Effect: It will delay implementation of projects and the improvements to service or income they might generate.</p> <p>Management Controls: The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.</p> <p>Progress Comment: Planned work programme discussions have taken place and some items within have been scheduled - risk level currently remains the same in terms of competing priorities and capacity. Digital Strategy Board governance arrangements are in place to support this.</p> <p>Last Updated: 15-Apr-2020</p>						

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

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed
<p>Potential Effect: It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.</p> <p>Management Controls: Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included as essential criteria when recruiting. The Council will need to consider building a team to support the website.</p> <p>Progress Comment: This risk is to be reassessed as we are not able to report on it efficiently or effectively.</p> <p>Last Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager				Open
<p>Potential Effect: Reduced service demand and knock on effect on workforce capacity. Reduced income and/or failure to achieve income target.</p> <p>Management Controls: Market analysis for new fees/charges to inform level of charging. Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change. Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.</p> <p>Progress Comment: This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.</p> <p>Last Updated: 21-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open
<p>Potential Effect: Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy (MTFS).</p> <p>Management Controls: Review of in year efficiencies and mitigate any shortfalls. Review of income and expenditure to ensure financial management is robust. Review at Programme Board and escalation as necessary.</p> <p>Progress Comment: Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the Medium Term Financial Strategy (MTFS). Programme Boards receive an update on the financial position for the portfolio at each meeting. The Month 11 revenue monitoring report confirms that 91% of the in-year efficiencies will be met by the end of the financial year. The 2020/21 budget included some pressures for efficiencies that were unable to be mitigated and the MTFS continues to be updated as part of the ongoing review.</p> <p>Last Updated: 14-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The appetite of collaborative partners limits the scope for new collaborations and can bring into question the long-term viability of existing collaborations where performance and/or cost-benefit is questioned.	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)				Open

Potential Effect:

- Failure to deliver efficiencies
- Reputational damage
- Failure to deliver corporate priorities




Management Controls:

- Ensure that all service change takes into account collaborative benefits as one of the options
- Regularly monitor progress of existing collaborations
- Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration
- Provide political and professional profile for ongoing collaborative projects

Progress Comment:

- All portfolio business plans consider collaborations as a model of delivery.
- Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA.
- All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority.
- Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in.

Last Updated: 23-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant				Open

Potential Effect:




- Delay in the transition
- Anticipated efficiencies will not be realised leading to potential increased cost

Management Controls:

- Ensure adequately resourced
- Realistic programmes regularly managed and monitored
- Regular reporting to COT, Cabinet and Scrutiny

Progress Comment: This risk affects a number of service areas. The specific risk to Housing and Assets is related to housing repairs expanding on external opportunities. This is at concept stage.

Last Updated: 17-Apr-2020

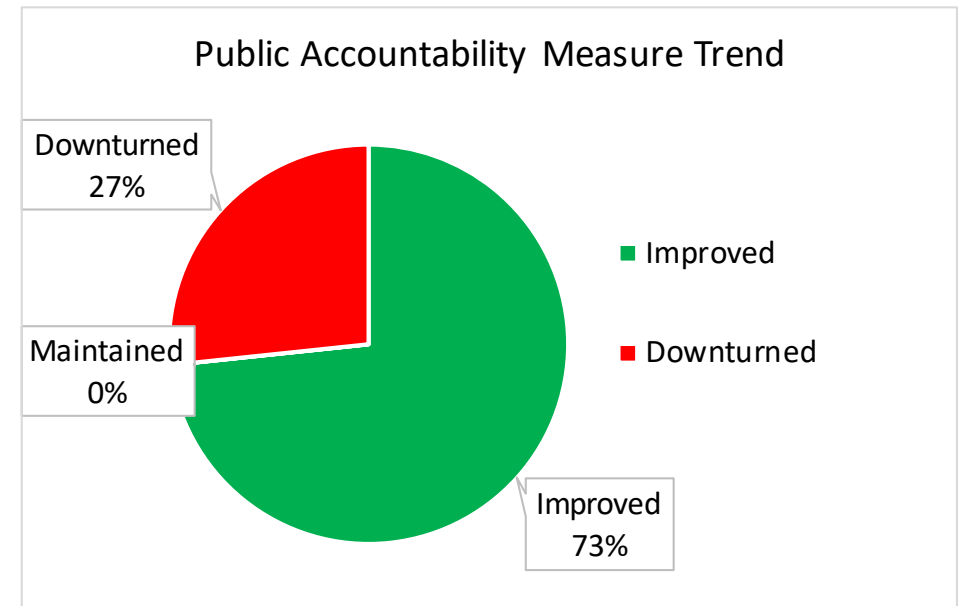
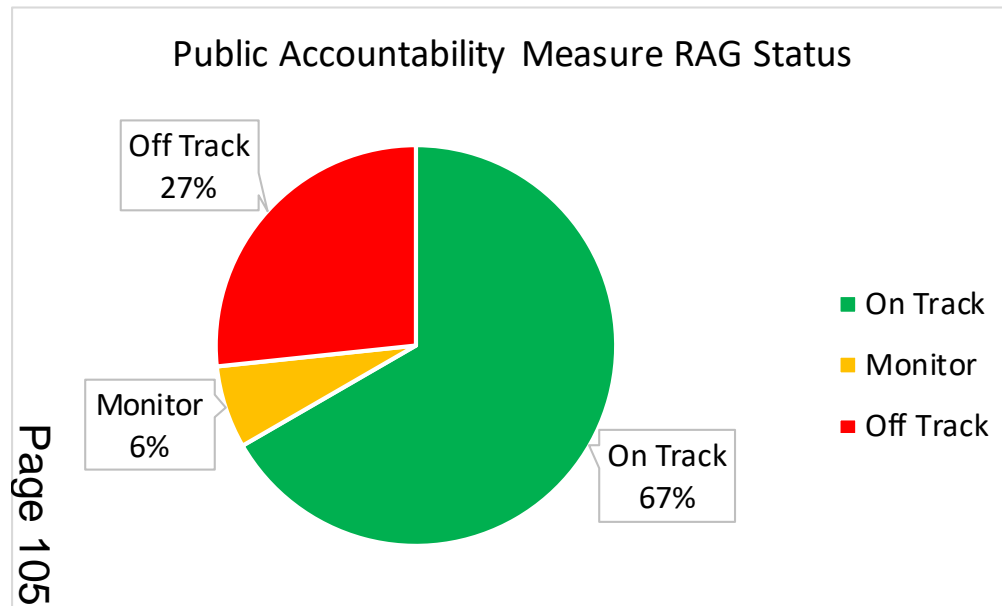
RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increasing costs of service delivery and rising demand for some services	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager				Open
<p>Potential Effect: The Council may not be able to deliver services or may not be able to set a legal balanced budget</p> <p>Management Controls:</p> <ul style="list-style-type: none"> • Regular monitoring of budgets • Escalation of areas of increasing financial risk such as increased cost and demand • Seek additional national funding for inflationary uplifts and areas of high service demand • Challenge by finance for mitigation within the service • Prevention strategies to minimise demand • Regular reporting to COT/Cabinet/Council <p>Progress Comment: The Council monitors the cost of service delivery through revenue monthly monitoring with service managers and reports to Cabinet. The Council approved a balanced budget at its meeting on 18 February 2020 for 2020/21 and this will be monitored on a monthly basis through reporting to Cabinet. Any issues relating to service delivery and rising demand are considered as part of the ongoing work on the Councils Medium Term Financial Strategy.</p> <p>Last Updated: 23-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer				Closed
<p>Potential Effect: This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally.</p> <p>Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.</p> <p>Management Controls: The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public.</p> <p>Funding arrangements to support business cases will need to be included.</p> <p>Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.</p> <p>Progress Comment: Closed as the risk is a duplicate of another risk - 'Competing priorities and limited organisation capacity slow the pace of change'.</p> <p>Last Updated: 16-Jun-2020</p>						

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Public Accountability Measures 2019/20

Below is a summary of Flintshire's performance against its targets for the Public Accountability Measures.



Measure	Year	Performance	Performance Indicator Trend
Corporate			
PAM/001 Sickness absence	2018/19	10.50 days	↓
	2019/20	11.05 days	↓
PAM/044 The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	2018/19	New measure for 2019/20	
	2019/20	18.33	New measure for 2019/20
Education			
PAM/032 Average Capped 9 score for pupils in Year 11	2018/19	352.2	New measure for 2018/19
	2019/20	347.2	↓
PAM/007 Primary attendance	2018/19	94.6%	↓
	2019/20	95.2%	↑
PAM/008 Secondary attendance	2018/19	93.7%	↓
	2019/20	94.6%	↑
PAM/009 NEET	2018/19	1.2	New measure for 2018/19
	2019/20	Awaiting data from WG	
Housing			
PAM/012 Percentage of households successfully prevented from becoming homeless	2018/19	79.54	↑
	2019/20	81.33	↑
PAM/013 Empty private sector houses brought back into use	2018/19	No data collected	
	2019/20	Measure being reviewed by WG – due April 2021	

Measure	Year	Performance	Performance Indicator Trend
PAM/015 Disabled facilities grants	2018/19	298.3 days	↓
	2019/20	195.8 days	↑
PAM/037: Average number of calendar days taken to complete all repairs	2018/19	8.7	New measure for 2018/19
	2019/20	8	↑
PAM/039 Percentage of rent debit lost due to lettable units of permanent accommodation being empty during the year	2018/19	No data collected	
	2019/20	2.08	No trend available
Streetscene			
PAM/010 Highway cleanliness	2018/19	90.9%	↓
	2019/20	94.4%	↑
PAM/035 Average number of working days taken to clear fly-tipping incidents	2018/19	New measure for 2019/20	
	2019/20	3.2 days	New measure for 2019/20
PAM/020 Principal A roads in poor condition	2018/19	1.7%	↓
	2019/20	2.15%	↓
PAM/021 B roads in poor condition	2018/19	1.4%	↓
	2019/20	1.82%	↓
PAM/022 C roads in poor condition	2018/19	5.8%	↓
	2019/20	4.95%	↑

Measure	Year	Performance	Performance Indicator Trend
Leisure			
PAM/017 Visits to sport and leisure facilities per 1,000 population	2018/19	7732.3	↑
	2019/20	9412.9	↑
Public Protection			
PAM/023 Food establishments – hygiene standards	2018/19	97.9%	↑
	2019/20	98.1%	↑
Planning			
PAM/018 Planning applications determined within time periods	2018/19	77.9%	↓
	2019/20	83.5%	↑
PAM/019 Percentage of appeals against planning application decisions dismissed	2018/19	55%	↓
	2019/20	63%	↑



CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Revenue Budget Monitoring Report 2020/21 (Month 5)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the second detailed revenue budget monitoring position 2020/21 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 5. This report projects how the budget would stand at the close of the financial year if all things remain unchanged; it also takes into account the latest position on Welsh Government Emergency Grant Funding announcements.

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

Council Fund

- An operating deficit of £0.921m (excluding the impact of the pay award which will be met by reserves)
- A projected contingency reserve balance as at 31st March, 2021 of £1.418m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.364m lower than budget
- A projected closing balance as at 31st March, 2021 of £2.537m

To assist in mitigating the overall projected overspend a review of non-essential spend and a vacancy management process has been introduced. This has resulted in a temporary reduction in spend of -£0.316m at Month 5 which has helped to reduce the overall financial overspend position. This is in addition to £0.319m which was identified at Month 4 resulting in total savings to date of £0.635m.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2021.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 5 POSITION
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none">• An operating deficit of £0.921m (excluding the impact of the pay award which will be met by reserves)• A projected contingency reserve available balance as at 31 March 2021 of £1.418m. <p>To assist with mitigating the overall projected overspend the following measures have been introduced:-</p> <ol style="list-style-type: none">1) All non-essential spend is being reviewed and challenged with a view to ceasing/delaying where able and2) Introduction of a vacancy management process to consider new recruitment requests <p>The outcome of this initial work is shown within the report and will continue as part of the robust challenge of the future monthly monitoring position.</p>

1.02	<p>Table 1. Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="320 255 1329 1205"> <thead> <tr> <th data-bbox="320 255 767 450">Portfolio/Service Area</th> <th data-bbox="767 255 963 450">Approved Budget</th> <th data-bbox="963 255 1160 450">Projected Outturn</th> <th data-bbox="1160 255 1329 450">In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th data-bbox="767 405 963 450">£m</th> <th data-bbox="963 405 1160 450">£m</th> <th data-bbox="1160 405 1329 450">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 450 767 506">Social Services</td> <td data-bbox="767 450 963 506">68.247</td> <td data-bbox="963 450 1160 506">68.458</td> <td data-bbox="1160 450 1329 506">0.211</td> </tr> <tr> <td data-bbox="320 506 767 562">Out of County Placements</td> <td data-bbox="767 506 963 562">11.940</td> <td data-bbox="963 506 1160 562">12.081</td> <td data-bbox="1160 506 1329 562">0.141</td> </tr> <tr> <td data-bbox="320 562 767 618">Education & Youth</td> <td data-bbox="767 562 963 618">8.752</td> <td data-bbox="963 562 1160 618">8.302</td> <td data-bbox="1160 562 1329 618">(0.450)</td> </tr> <tr> <td data-bbox="320 618 767 674">Schools</td> <td data-bbox="767 618 963 674">98.508</td> <td data-bbox="963 618 1160 674">98.508</td> <td data-bbox="1160 618 1329 674">0.000</td> </tr> <tr> <td data-bbox="320 674 767 730">Streetscene & Transportation</td> <td data-bbox="767 674 963 730">30.380</td> <td data-bbox="963 674 1160 730">31.643</td> <td data-bbox="1160 674 1329 730">1.263</td> </tr> <tr> <td data-bbox="320 730 767 786">Planning & Environment</td> <td data-bbox="767 730 963 786">5.723</td> <td data-bbox="963 730 1160 786">6.182</td> <td data-bbox="1160 730 1329 786">0.459</td> </tr> <tr> <td data-bbox="320 786 767 842">People & Resources</td> <td data-bbox="767 786 963 842">4.456</td> <td data-bbox="963 786 1160 842">4.435</td> <td data-bbox="1160 786 1329 842">(0.021)</td> </tr> <tr> <td data-bbox="320 842 767 898">Governance</td> <td data-bbox="767 842 963 898">9.147</td> <td data-bbox="963 842 1160 898">9.699</td> <td data-bbox="1160 842 1329 898">0.552</td> </tr> <tr> <td data-bbox="320 898 767 954">Strategic Programmes</td> <td data-bbox="767 898 963 954">5.018</td> <td data-bbox="963 898 1160 954">4.803</td> <td data-bbox="1160 898 1329 954">(0.215)</td> </tr> <tr> <td data-bbox="320 954 767 1010">Housing & Assets</td> <td data-bbox="767 954 963 1010">16.085</td> <td data-bbox="963 954 1160 1010">15.703</td> <td data-bbox="1160 954 1329 1010">(0.382)</td> </tr> <tr> <td data-bbox="320 1010 767 1066">Chief Executive</td> <td data-bbox="767 1010 963 1066">2.781</td> <td data-bbox="963 1010 1160 1066">2.523</td> <td data-bbox="1160 1010 1329 1066">(0.258)</td> </tr> <tr> <td data-bbox="320 1066 767 1122">Central & Corporate Finance</td> <td data-bbox="767 1066 963 1122">24.950</td> <td data-bbox="963 1066 1160 1122">24.571</td> <td data-bbox="1160 1066 1329 1122">(0.379)</td> </tr> <tr> <td data-bbox="320 1122 767 1205">Total</td> <td data-bbox="767 1122 963 1205">285.987</td> <td data-bbox="963 1122 1160 1205">286.908</td> <td data-bbox="1160 1122 1329 1205">0.921</td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	68.247	68.458	0.211	Out of County Placements	11.940	12.081	0.141	Education & Youth	8.752	8.302	(0.450)	Schools	98.508	98.508	0.000	Streetscene & Transportation	30.380	31.643	1.263	Planning & Environment	5.723	6.182	0.459	People & Resources	4.456	4.435	(0.021)	Governance	9.147	9.699	0.552	Strategic Programmes	5.018	4.803	(0.215)	Housing & Assets	16.085	15.703	(0.382)	Chief Executive	2.781	2.523	(0.258)	Central & Corporate Finance	24.950	24.571	(0.379)	Total	285.987	286.908	0.921
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1.03	<p>The reasons for the favourable net movement of -£0.062m from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio.</p>																																																												
	<p>Significant Variances to highlight this month</p>																																																												
1.04	<p>Social Services</p> <p><u>Older People Purchasing</u> The net cost of Residential Care is projected to be £0.419m less than the budget. This includes the cost of residential care placements net of the income received for this service, such as property charges and contributions from health. There is currently a decline in the demand for residential care placements due to the pandemic.</p>																																																												
1.05	<p><u>Older People Provider Services</u> Extra care is projected to be £0.183m less than budget. The facility in Holywell is yet to open and a full complement of staff has not yet been recruited. Care staff already recruited are currently redeployed to alternative in-house care services which has had cost avoidance benefits. It is anticipated that the facility will open in the Autumn and the projected costs reflect this.</p>																																																												

1.06	<p><u>Mental Health services</u> The Mental Health Residential Placement budget is projected to be £0.593m above budget which is based on the current social care needs of clients supported within the service. Care needs vary over time, sometimes suddenly, and costs are subject to the same changes.</p> <p>There are compensatory savings elsewhere in other service budgets on staffing, travel and supplies and services which partially offset the above overspend.</p>
1.07	<p><u>Children's Services</u> Legal & Third Party costs are projected to be £0.341m above budget due to legal costs and direct payments. Legal costs are due to the number of current court cases and some use of external solicitors, although this has reduced from the previous year. The Council is legally obliged to offer direct payments and this service has seen an increase in demand.</p> <p>Professional Support is projected to be £0.392m above budget. To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are therefore minimised and additional temporary posts are sometimes required to be able to meet the challenges and demands of Children's Services.</p>
1.08	<p>Out of County Placements There is a projected overspend of £0.141m due to a significant number of new placements coming into the service. There are 10 new placements within the Children's Services area of the service and 6 new placements within Education as agreed by a recent Out of County placements panel.</p> <p>A contingency of £0.300m had been included in the projection at Month 4, however the additional costs of £0.444m arising from new placements have exceeded this contingency by £0.144m.</p>
1.09	<p>Education and Youth</p> <p><u>Integrated Youth Provision</u> The main variance of £0.148m relates to Youth Centres which have remained closed throughout the pandemic with resultant savings on building cleaning charges, energy costs and some relief staffing costs. There are also projected savings of £0.074m within the Youth Justice Service which are mainly due to the delay in recruitment to a new manager post and savings on equipment purchase and training costs.</p>
1.10	<p><u>School Improvement Systems</u> The projected underspend of £0.149m is due to lower payments in the summer term due to the school closures as a result of the pandemic. Payments were made based on averages for January and February resulting in considerably lower payments than included in the current budget.</p>

1.11	<p>Streetscene & Transportation</p> <p><u>Additional Security at Household Recycling Centres;</u></p> <p>The service has incurred additional revenue pressures of £0.070m from responding to and resolving previously reported security measures and remedial actions following vandalism at the Household Recycling Centres. The monthly costs are now running at up to £0.006m per month, mainly due to the introduction of a night time presence on the sites.</p>
1.12	<p><u>Waste Strategy</u></p> <p>The service has experienced a downturn in income generated by sales of electricity and it is currently projected to reach a level of some £0.105m during the year. All efforts are being made to identify potential mitigations which may be available. In addition, a shift in the market appetite for recycling of paper and cardboard are giving concern over income generation levels and this will be closely monitored during the year.</p>
1.13	<p><u>Impact of Pandemic</u></p> <p>The pandemic has also impacted across a number of service budgets including:</p> <ul style="list-style-type: none"> - a need for increased agency and overtime (£0.050m) - net car parking income loss of £0.550m (reduced following receipt of the first tranche of Welsh Government Income Loss funding) - additional vehicles and fuel (£0.080m) - additional private contractors and plant hire (£0.075m) <p>Opportunities for support from the Welsh Government Hardship and Income Loss Funds will continue to be explored throughout the year to meet some of these costs.</p>
1.14	<p>Planning & Environment</p> <p>Delays in sourcing core materials means that the construction industry is operating at minimal pace resulting in lower Building Control fee income estimated at £0.180m over a full year.</p>
1.15	<p>There has been a marked negative impact on the Property Market and a reduced need for Land Charge searches. The estimated reduction of 60% on fees and charges results in a shortfall of £0.095m over a full year.</p>
1.16	<p>Planning Fee income is forecast to reduce by £0.210m for a full year in comparison to the previous year. We aim to recoup the first quarter losses of £0.105m from the WG Income Loss Fund. However, the loss is further mitigated by Town and Country Planning (Fees for Application, Deemed Applications and Site Visits – Wales) Regulations 2020 which have confirmed planning and related applications will be subject to a general fee increase of approximately 20% with effect from 24 August which could generate up to £0.100m, subject to market volatility.</p>

1.17	Income reductions in Markets are estimated to be £0.140m for the full year following the cancellations of markets in the first quarter of the financial year.
1.18	<p>Housing & Assets</p> <p><u>Benefits Service</u></p> <p>Additional staffing resources have been required to meet extra demand including an increased inflow of changes in respect of Universal Credit. The increased cost of £0.119m can in part be met from the Hardship Fund for the first quarter.</p>
1.19	<p><u>Centralised Costs - Utilities and NDR</u></p> <p>This projected underspend of £0.773m is mainly due to savings in respect of energy costs and NDR at County Hall following the demolition of Phases 3 and 4 together with a reduction in gas and electricity prices. There is a risk that this projected underspend could reduce if we start to see more buildings become void by businesses occupying council buildings.</p>
1.20	<p><u>Council Fund Housing - Carelink Service</u></p> <p>The projected overspend of £0.163m is due to a reduction in the allocation of Housing Support Grant due to inability to meet eligibility criteria. A further key influence is the anticipated commencement of a new service contract for the Carelink service with a new provider.</p>
1.21	<p>Governance</p> <p>The national lockdown restrictions have resulted in the cessation of all recovery activities, especially enforcement/bailiff duties during months 1 to 5. All debt recovery activities, with the exception of enforcement/bailiff duties, re-commenced in August, starting with the issue of 1st reminder notices. The level of financial risk from fee income will be dependent on re-commencement of court action to secure Liability Orders - income from fees is expected to re-commence in month 7 as court summonses are issued, however this will be mitigated by the potential for an additional resource to assist in clearing the backlog of cases and provide service resilience.</p>
1.22	Within the Registrar service there is an estimated loss of income for the year of around £0.140m.
1.23	Legal Services have incurred additional costs of employing locums to cover absence to ensure continuing client service delivery in the area of child protection £0.132m. This is offset by savings within ICT totalling £0.044m.

1.24	<p>Central & Corporate Finance</p> <p>In the previous financial year there was a significant underspend in employer pension fund contributions of £1.010m and the budget for 2020/21 was adjusted by £0.800m. Based on the contributions to date and the previous year trend a positive variance of £0.300m is projected at this stage of the current year.</p>
1.25	<p>Strategic Programmes</p> <p>The Climate Change Levy (CCL) was in prior years paid as a separate one-off charge. However, from 2019/20 these charges have been included in service specific utility bills within the centralised budgets in Housing & Assets. Based on current consumption levels there is a projected £0.215m underspend within this centrally held budget.</p>
1.26	<p>Key Financial Risks – Council Tax Income and Council Tax Reduction Scheme</p> <p>In addition to the variances identified in paragraphs 1.04 – 1.25 there are significant impacts on Council Tax income and the Council Tax Reduction Scheme.</p> <p>The potential financial impact of these two areas is being reported separately and are not included in the overall projections. This is due to 1) the difficulties in predicting the impacts of these risks at this early stage and 2) the potential for these areas to be further supported by additional Welsh Government funding.</p> <p>However, if these cost pressures are not met by additional funding they will add to the projected overspend of £0.996m. An update on the latest position on each area is detailed below.</p>
1.27	<p>Council Tax Income</p> <p>As with all Councils the pandemic has significantly impacted on council tax collection. At this stage council tax income is 1.4% below target which equates to £1.37m and is a small improvement than at Month 4. Income is expected to continue to recover now that recovery processes have resumed in full and when agreed payment deferrals are settled.</p>
1.28	<p>However, it is unlikely that the full budgeted income will be achieved by the end of the financial year and it is estimated that there may be a shortfall of up to 0.6% which equates to £0.600m. Welsh Government are monitoring the situation but taking a longer term view as to any potential support when the recovery impacts are more certain.</p>
1.29	<p>Council Tax Reduction Scheme (CTRS)</p> <p>During the pandemic there has been a significant increase in demand with additional costs of £0.233m identified as at the first quarter. Welsh Government have confirmed funding for the first quarter estimated at</p>

	<p>£0.058m. However, the risk remains for the remaining three quarters of the year for existing clients together with the costs of any further increases in demand which is likely in the current economic climate and as the furlough scheme ceases. The impact of this increase in demand could potentially increase the cost pressure by up to a further £0.500m - £0.750m if there were to be no further Welsh Government funding.</p>
1.30	<p>OPEN RISKS</p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.31	<p>Pay Award</p> <p>The 2020/21 budget provides for a 2% pay award for NJC staff across the Council. National negotiations for the 2020/21 pay award have now been concluded with an agreement of a 2.75% pay award which will be effective from 1st April 2020. The additional cost of this will need to be met from the Contingency Reserve in the current financial year and built into the budget from 2021/22 on a recurring basis. An initial estimate is that this will be in the region of £0.818m.</p> <p>The Teachers Pay Award which is effective from September 2020 has been recommended at 3.1% and is currently out for consultation. The financial impact of this for 2020/21 is estimated to be £0.535m and it is not yet known whether additional funding will be provided by Welsh Government to meet the difference in full or in part.</p>
1.32	<p>Charging for Post 16 Transport</p> <p>The budget for 2020/21 provides for expected additional income of £0.449m based on the assumption that charging would be introduced from September 2020. This policy decision was reversed by Cabinet in May.</p> <p>The developing financial solution through effective partnership working with Coleg Cambria will assist with mitigating the financial risk for 2020/21 and the outcome will be included in future reports. An agreement has been reached with the college that a level of the anticipated value of the journeys would be reimbursed to the Portfolio. However, the level of this reimbursement is currently £0.047m less than that included in the budget. Therefore this remains a risk to the containment of any costs associated with the journey provision.</p>
1.33	<p>Out of County Placements</p> <p>Additional funding of £2.7m was included in the budget for 2020/21 to address the historic significant increase in demand. At this stage, based on current activity there is an overall net projected overspend of £0.141m (underspend of £0.204m within Education offset by an overspend of £0.345m within Children's Services).</p>

	New Risks
1.34	<p>Free School Meals</p> <p>Schools have a delegated budget for free school meals (FSM) which is based on the number of pupils eligible for FSM. The budget for 2020/21 is £1.256m. Following the closure of schools in March, the Council made direct payments to families and there was a marked increase in the number of claims. Based on current free school meal claims and making projections for a range of take-up percentages in the remainder of the year, it is estimated that the budget could overspend by between £0.222m and £0.344m.</p>
1.35	<p>Transportation</p> <p>Under School Transport, there has been a significant financial increase in private hire coach, minibus and taxi quotations, which is due to the operators including the cost of the cleaning of vehicles, driver PPE and the fact the school contract is the only business they are receiving at the moment, i.e. no private hire for weekends, during the day such as swimming lessons, school trips or private tour excursions. There has also been additional financial pressure in relation to the re-procurement of a subsidised local bus contract in which we have seen a significant cost increase due to the operator now building the loss of fare revenue (reduced patronage) into their quotations.</p> <p>The Transport team are currently assessing the overall financial impact of this, and the outcome will be included in the next monitoring report.</p>
1.36	<p>Emergency Funding</p> <p>In addition to the Hardship Fund Welsh Government has confirmed further funding of £264 million across Wales to continue to support local government for additional costs and income losses. There are no details as yet on eligibility criteria for this funding, although it has been confirmed that income loss claims can continue to be made on a quarterly basis for the remainder of the financial year.</p> <p>Welsh Government have previously confirmed that additional costs for Social Care and Schools will continue to be a priority when considering the use of this funding which is encouraging to ensure that the Council can continue to meet the impact of these additional costs.</p> <p>The previous announcement on funding for the first quarter of increased demand for the Council Tax Reduction Scheme is also a positive outcome and is currently under consideration for the remainder of the financial year as well as any further increases in demand.</p>
1.37	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2020/21 budget contains £5.206m of specific efficiencies which are being tracked and monitored. The Council aims to achieve a 95% rate in 2020/21 as reflected in the MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2020/21 shows that £4.982m or 96% of the efficiencies will be achieved.</p>

	<p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2021/22 being reviewed as part of the ongoing work on the MTFs.</p>																																																												
1.38	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The level of Council Fund Contingency Reserve brought forward into 2020/21 was £2.370m as detailed in the 2019/20 outturn report. This is the amount available for general purposes following the set-aside of £3.0m for Emergency Funding. There is an estimated additional requirement of £0.818m arising from the outcome of the national pay award negotiations as set out in paragraph 1.32.</p>																																																												
1.39	<p>Taking into account the above and, the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2021 is projected to be £1.418m as detailed in Appendix 3.</p> <p>This assumes that the projected overspend of £0.921m is met from the amount available in the £3m emergency ring-fenced fund which would leave an amount of £1.965m remaining.</p>																																																												
1.40	<p>Earmarked Reserves</p> <p>The table below gives a summary of earmarked reserves as at 1 April 2020 and provides an estimate of projected balances as at the end of the current financial year.</p> <p>Monitoring Summary Month 5</p> <table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Balance as at 01/04/20</th> <th>Balance as at Month 5</th> <th>Balance as at 31/03/21</th> </tr> </thead> <tbody> <tr> <td>Service Balances</td> <td>1,614,705</td> <td>1,149,498</td> <td>1,115,950</td> </tr> <tr> <td>Specific Service Balances</td> <td>213,991</td> <td>213,991</td> <td>189,670</td> </tr> <tr> <td>Single Status/Equal Pay</td> <td>1,120,944</td> <td>1,120,944</td> <td>729,615</td> </tr> <tr> <td>Investment in Organisational Change</td> <td>1,693,937</td> <td>1,684,259</td> <td>1,369,522</td> </tr> <tr> <td>Benefits Equalisation</td> <td>132,822</td> <td>132,822</td> <td>132,822</td> </tr> <tr> <td>County Elections</td> <td>211,990</td> <td>211,990</td> <td>211,990</td> </tr> <tr> <td>Local Development Plan (LDP)</td> <td>180,000</td> <td>180,000</td> <td>180,000</td> </tr> <tr> <td>Waste Disposal</td> <td>82,648</td> <td>82,648</td> <td>82,648</td> </tr> <tr> <td>Enterprise Centres</td> <td>6,993</td> <td>6,993</td> <td>6,993</td> </tr> <tr> <td>Design Fees</td> <td>200,000</td> <td>200,000</td> <td>0</td> </tr> <tr> <td>Winter Maintenance</td> <td>250,000</td> <td>250,000</td> <td>250,000</td> </tr> <tr> <td>Car Parking</td> <td>45,403</td> <td>45,403</td> <td>45,403</td> </tr> <tr> <td>Insurance Reserves</td> <td>2,203,010</td> <td>2,203,010</td> <td>2,503,010</td> </tr> <tr> <td>Cash Receipting Review</td> <td>3,181</td> <td>3,181</td> <td>3,181</td> </tr> </tbody> </table>	Reserve Type	Balance as at 01/04/20	Balance as at Month 5	Balance as at 31/03/21	Service Balances	1,614,705	1,149,498	1,115,950	Specific Service Balances	213,991	213,991	189,670	Single Status/Equal Pay	1,120,944	1,120,944	729,615	Investment in Organisational Change	1,693,937	1,684,259	1,369,522	Benefits Equalisation	132,822	132,822	132,822	County Elections	211,990	211,990	211,990	Local Development Plan (LDP)	180,000	180,000	180,000	Waste Disposal	82,648	82,648	82,648	Enterprise Centres	6,993	6,993	6,993	Design Fees	200,000	200,000	0	Winter Maintenance	250,000	250,000	250,000	Car Parking	45,403	45,403	45,403	Insurance Reserves	2,203,010	2,203,010	2,503,010	Cash Receipting Review	3,181	3,181	3,181
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Flintshire Trainees	524,106	524,106	524,106
Rent Income Shortfall	30,979	30,979	30,979
Customer Service Strategy	22,468	22,468	22,468
Capita One	18,827	18,827	0
Supervision Fees	48,798	48,798	48,798
LMS Curriculum	420,896	455,158	362,583
Organisational Change/ADM	33,500	33,500	0
Carbon Reduction	25,221	25,221	25,221
Employment Claims	107,998	103,613	103,613
Property Claims	36,363	20,763	20,763
Community Benefit Fund NWRWTP	64,727	64,727	64,727
Total Balances	7,678,801	7,683,400	6,908,111
Schools Balances	111,957	111,957	111,957
Grants & Contributions	3,887,337	3,379,282	3,327,601
TOTAL	13,292,800	12,324,137	11,463,619

A review of the Earmarked Balances and Reserves is on-going, balances challenged and identified as no longer required are to be returned to the contingency reserve.

1.41	Housing Revenue Account The 2019/20 Outturn Report to Cabinet on 16 June 2020 showed an un-earmarked closing balance at the end of 2019/20 of £2.009m and a closing balance of earmarked reserves of £0.437m.
1.42	The 2020/21 budget for the HRA is £36.683m which includes a movement of £0.164m to reserves.
1.43	The monitoring for the HRA is projecting in year expenditure to be £0.364m lower than budget and a closing un-earmarked balance as at 31 March 2021 of £2.373m, which at 6.44% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 4 attached refers.
1.44	The budget contribution towards capital expenditure (CERA) is £12.928m.

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The financial impacts of the emergency as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change

	over time. The budget will be monitored closely and mitigation actions taken wherever possible.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

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

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

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

8.00	GLOSSARY OF TERMS
8.01	Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. Council Fund: the fund to which all the Council’s revenue expenditure is charged. Financial Year: the period of twelve months commencing on 1 April. Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

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

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

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

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

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

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

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Streetscene & Transportation	
Service Delivery	0.017
Highways Network	-0.068
Regulatory Services	-0.061
Impact of Covid-19	-0.100
Other Minor Variances	0.106
Total Streetscene & Transportation	-0.198

Street Lighting energy inflation of £0.075m met from a central inflation allocation
Reduction in NNDR charge estimates at Parc Adfer following confirmation of actual values.
Refinement of agency usage requirement forecast.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services							
Older People							
Localities	19.495	18.861	-0.633	-0.058	-0.938	The net cost of Residential Care is £0.419m underspent. This includes the cost of residential care placements net of income received, such as property charges and contributions from Health. There is currently a decline in the demand for residential care placements due to COVID-19. Day Care is £0.058m under budget and it is projected that Day Care provision will not resume until later in the year. Domiciliary and Direct Payments are reporting a combined overspend of £0.015m and are projected on recent levels of care provision. The Localities Team staff budget is underspending by £0.116m due to a number of staff not yet paid at top of grade, some temporary reduced hours and in-year savings on travel costs. The Minor Adaptations budget is £0.048m underspent based on expected activity and there is also a small underspend on SLAs paid to the third sector of £0.009m.	Continue to monitor and review
Resources & Regulated Services	7.680	7.533	-0.147		0.258	The Councils in-house care provision is reporting an underspend of £0.147m. Day Care is reporting an overspend of £0.013m. Day centres are currently closed due to the ongoing pandemic and will continue to be for the foreseeable future, the staff are currently deployed to support residential care. The overspend on day centres is due to several small variances. Homecare is underspent by £0.005m, costs are projected based on last years levels of activity as current costs have been lower than expected in the year to date. However, these are likely to return to expected levels as the year progresses. Residential care is overspent by £0.027m due to a number of small variances. Extra care is underspending by £0.183m. Plas Yr Ywen in Holywell has not yet opened (expected November, 2020) and a full compliment of staff has not yet been recruited. Care staff already recruited are currently redeployed to alternative in-house care services and this has avoided significant costs due to COVID-19.	Continue to monitor and review
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Minor Variances	1.217	1.188	-0.029		-0.027		
Adults of Working Age							
Administrative Support	0.321	0.232	-0.088		-0.084	Not all staff are currently paid at top of scale and some staff have been seconded. There are also in-year savings on staff travel costs.	
Residential Placements	1.297	1.890	0.593		0.597	This outturn is the cost of social care for people within the Mental Health Service. These costs include nursing and residential care, domiciliary and Direct Payments. Care needs for individuals within this service vary from time to time, sometimes at short notice, and costs are impacted by these changes.	Agreed changes to care packages are discussed at regular panel meetings, any increases or decreases to costs are recorded.
Minor Variances	29.602	29.462	-0.139		-0.181		
Children's Services							
Family Placement	2.621	2.792	0.172		0.209	The overspend is due to current demands on the service from the number of fostering placements, which in some instances avoid making an Out of County placement which would be more expensive. The main pressure areas are payments for foster carers, foster agencies and special guardianship payments.	Continue to monitor and review
Legal & Third Party	0.225	0.566	0.341		0.325	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have also increased in demand.	Continue to monitor and review
Professional Support	5.270	5.662	0.392		0.320	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are therefore minimised and additional temporary posts are sometimes required to be able to meet the challenges and demands of Childrens Services.	Continue to monitor and review
Minor Variances	1.469	1.474	0.004		0.034		
Safeguarding & Commissioning							
Charging Policy income	-3.060	-3.136	-0.076		-0.088	Charging Policy income is expected to exceed the budget. This is based on the weekly charge cap and the number of service users who financially contribute to their care.	
Management & Support	-2.057	-2.183	-0.125		-0.123	The underspend is due to not having to pay a financial contribution to the Regional Collaboration Unit for 2020/21	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
Minor Variances	4.168	4.114	-0.054		-0.068		
Total Social Services (excl Out of County)	68.247	68.458	0.211	-0.058	0.234		
Out of County							
Children's Services	7.437	7.781	0.345		0.115	A recent influx of new placements (10 in total) has resulted in a significant increase in the projection which has fully utilised the contingency provision for new placements which had been included in projections in earlier months. The increase in projection is further influenced by a number of recent placement changes some of which were at higher cost and some at a lower cost with a net adverse impact.	Continue to robustly challenge placement proposals presented to the Out of County panel and explore opportunities for cost reductions across the whole of the current cohort.
Education & Youth	4.504	4.300	-0.204		-0.266	The projected underspend has reduced due to 6 new placements having recently been agreed by the Out of County panel with a minor offsetting adjustment due to one placement ending.	Continue to robustly challenge placement proposals presented to the Out of County panel and explore opportunities for cost reductions across the whole of the current cohort.
Total Out of County	11.940	12.081	0.141	0.000	-0.151		
Education & Youth							
Inclusion & Progression	4.275	4.261	-0.014		-0.016		
Integrated Youth Provision	1.351	1.135	-0.215	-0.148	-0.224	Includes a projected underspend of -£0.148m on Youth Centres due to closures arising from COVID-19 safety measures producing	Continue to review as part of the ongoing challenge of
School Improvement Systems	1.709	1.560	-0.149	-0.149	-0.136	Variance relates to significantly lower Summer Term 2020 payments due to COVID-19. Hours paid are based on an average for Jan/Feb resulting in considerably lower expenditure in comparison to previous years	
Minor Variances	5.692	5.606	-0.086		-0.094	Cumulative Minor Variances	
Total Education & Youth	8.752	8.302	-0.450	-0.297	-0.453		
Schools							
	98.508	98.508	-0.000		-0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Streetscene & Transportation							
Service Delivery	8.685	8.957	0.273		0.256	The service has incurred additional revenue pressures from responding to and resolving previously reported security measures and remedial actions following vandalism at the Household Recycling Centres. This matter has been widely reported during 2019-20 and has not abated. The monthly costs are now running at up to £0.006m per month, mainly due to the introduction of a night time presence on the sites. In addition a pressure has arisen around Hire of Plant in operations which is a direct result of the delayed delivery of equipment from JCB due to staff being currently on furlough, every effort is being made to secure coverage of this pressure via Welsh Government Grant Claims as a direct result of COVID 19. A reduction in the use of baseline agency and overtime relating to the agreed demand plan has resulted in an improved position within workforce.	
Highways Network	7.659	7.751	0.092		0.161	The anticipated pressure in the Insurance Premium has now been removed following confirmation of the actual premium. Inflation in relation to Street Lighting energy increased by £0.075m in 2020/21 and this has been met from a central inflation allocation from Month 5. However, a pressure for Fuel NSI increases remains within the figures, despite fuel prices being deflated during the initial phase of the Pandemic, prices are now increasing rapidly alongside increases in volumes of consumption. A stringent review has taken place around levels of commitment within Street Lighting and this has given rise to an increase in the forecast whilst work is ongoing as part of the Non-Essential spend review to continually challenge increased commitments.	
Transportation	9.297	9.261	-0.036		-0.050	Increased transport provision to Children placed Out of County of £0.044m and Adult Social Care of £0.063m. Discussions are ongoing with Social Services colleagues around any potential transfer of resource into this budget. Following Welsh Government Guidance a number of operators have been supported by receiving 75% of their contracted values and the consequential mitigation of these payments has to date covered the pressures identified above.	
Regulatory Services	4.740	4.918	0.178		0.240	This service has experienced a downturn in the levels of income generated by sales of Electricity and this is currently anticipated to reach a level of £0.120m. All best efforts are being made to identify any potential mitigations to reduce this. It should be noted that disposals of kerbside residual waste to both Parc Adfer and Thornclyffe, including haulage by LWT, have increased over the past few months and are currently at around 12% higher when comparing to last year. This has resulted in increased costs of disposal. At month 5 the impact of this is approximately £0.105m. In addition to this, the position for Parc Adfer has improved at month 5 in relation to the receipt of the actual value for the NNDR charge, reducing forecast overspend position. There has also been an increase in the volume of co-mingled recycling (tins/plastic bottles) being disposed of directly without separation at the Standard Transfer Station. This is in part due to increased recycling volumes and the sites incapacity to process the material due to volume limits and the breakdown of machinery. Funding has been secured/bid for to upgrade the site but this is causing financial impact now to the sum of approximately £0.030-£0.040m. There has also been a downturn in the rebate for co-mingled waste due to a considerable drop in the value per ton of approximately £70 - £80 per ton. As reported above, all recycling income loss has been projected to be funded by Welsh Government.	
Impact of Covid-19	0.000	0.755	0.755	0.755	0.855	Following a full reconciliation and review of Streetscene expenditure and income loss relating to the Coronavirus Pandemic, all relevant pressures have now been consolidated to one code. This has been done in order to facilitate enhanced reporting and monitoring of the impact. All risks identified are now recorded in this forecast and at month 5 they include; £0.050m Agency and overtime (reduced from £0.150m at month 4), £0.550m car parking income loss (amended following receipt of the first tranche of Welsh government funding, £0.080m in relation to additional vehicles and fuel and £0.075m in relation to additional private contractors and plant hire.	It should also be noted that following the disallowing of expenditure from claims to Welsh Government of the Grass Cutting contract, let due to all operatives being diverted to waste routes, an application for £0.042m has been made for the release of part of the £3m COVID-19 Contingency Reserve allocation.
Other Minor Variances	0.000	0.075	0.075		0.000		
Total Streetscene & Transportation	30.380	31.643	1.263	0.755	1.461		
Planning, Environment & Economy							
Business	1.684	1.731	0.047		0.053	Historic income target £0.025m remains unrealised, minor variances across the service	
Development	0.015	0.225	0.210	0.295	0.188	Pressure within the Building Control service is due in the main, to delays in sourcing core materials means that the construction industry is operating at a low level of capacity. This is resulting in a projected Building Control fee income loss of £0.180m for the financial year. There has been a lull in the property market affecting a reduced need for Land Charge searches adding to the overspend. An estimated reduction of 60% on fees and charges would result in a shortfall of £0.095m for the financial year. The overall variance is mitigated by a confirmed Fee increase for planning and related applications of approx 20% with effect from 24 August, 2020.	
Access	1.307	1.354	0.047	0.050	0.053	Minor variances across the service each below £0.025m	
Regeneration	0.508	0.665	0.157	0.110	0.151	There has been a significant impact on income levels following the closure of Markets in the first quarter of the financial year.	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
Minor Variances	2.208	2.207	-0.002		0.020		
Total Planning & Environment	5.723	6.182	0.459	0.455	0.465		
People & Resources							
HR & OD	2.383	2.364	-0.019		-0.007		
Corporate Finance	2.073	2.071	-0.002		0.007		
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Holding Accounts	0.000	0.000	0.000		0.000		
Total People & Resources	4.456	4.435	-0.021	0.000	0.000		
Governance							

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Legal Services	0.730	0.907	0.177		0.173	Overspend as a result of employing locums covering absence to ensure continuing client service delivery in the area of child protection £0.132m; together with previous years efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.091m. Total overspend is mitigated by vacant posts, expected fee income and commitment challenge across the service.	
Democratic Services	2.094	2.039	-0.056		-0.043	Favourable variance following reduced take up of Members Allowances £0.024m Minor Variances across the service each less than £0.010m.	
Internal Audit	0.822	0.818	-0.003		-0.038		
Procurement	0.320	0.304	-0.016		-0.016		
ICT	4.427	4.383	-0.044		-0.065	Minor variances across the service	
Customer Services	0.724	0.786	0.062	0.071	0.071	Within the Registration Service there is an estimated loss of income for the remainder of the year due to fee income from the cancellation and suspension of wedding ceremonies due to the pandemic. This is mitigated in part by vacancies and commitment challenge	
Revenues	0.030	0.462	0.432	0.432	0.537	The national lockdown restrictions have resulted in the cessation of all recovery activities, especially enforcement/bailiff duties during periods 01 to 05. All debt recovery activities, with the exception of enforcement/bailiff duties, re-commenced in August, starting with the issue of 1st reminder notices. The level of financial risk from fee income will be dependent on re-commencement of court action to secure Liability Orders - income from fees is expected to re-commence in Period 07 as court summonses are issued, however this will be mitigated by the potential for an additional resource to assist in clearing the backlog of cases and provide service resilience. This is mitigated in part with an increasing surplus on the Council Tax Surplus fund.	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
Minor Variances	1.142	1.123	-0.019		-0.054		
Total Governance	9.147	9.699	0.553	0.503	0.619		
Strategic Programmes							
Minor Variances	5.018	4.803	-0.215		-0.202	The Climate Change Levy (formerly the Carbon Reduction Levy) was in prior years paid as a separate one-off charge. However, from 2019/20, the energy provider changed the way they issued costs for CCL and these charges are now included in service specific utility bills within the centralised budgets in Housing & Assets, thus providing a projected £0.202m underspend from the centrally held budget in Strategic Programmes.	
Total Strategic Programmes	5.018	4.803	-0.215	0.000	-0.202		
Housing & Assets							
Enterprise Centres	-0.217	-0.123	0.094		0.090	Pressure due to loss of income in respect of void units	
Caretaking & Security	0.262	0.198	-0.064		-0.064	Mainly staffing cost savings pending completion of restructure	
Centralised Costs	3.353	2.580	-0.773		-0.743	Overall savings predominantly as a result of the demolition of Phase 3 & 4 of County Hall. A reduction in gas and electric prices also contributing to the underspend.	
Benefits	11.657	11.874	0.217	0.119	0.223	Potential net pressure of up to £0.750m on the Council Tax reduction scheme due to additional take up arising from the COVID-19 pandemic impact on employment. This figure takes account of £0.058m of WG emergency funding support in respect of the April to June element of the overall pressure but the £0.750m is not included in the variance figures. Variance includes pressure of £0.119m on staffing costs due the additional demand caused by the COVID-19 pandemic and overpayments.	
Council Fund Housing	-0.328	-0.164	0.163		0.165	Reduction of internal Housing Support grant allocation due to eligibility issues and pressure arising from new service contract for Carelink	
Minor Variances	1.358	1.339	-0.019		-0.014		
Total Housing & Assets	16.085	15.703	-0.382	0.119	-0.344		
Chief Executive's	2.781	2.523	-0.259		-0.257	Vacant posts across the Service	
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Central & Corporate Finance	24.950	24.571	-0.379		-0.389	Over recovery of planned pension contributions recoupment against actuarial projections based on the level of contributions received to date and forecast to the end of the financial year.	
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Grand Total	285.987	286.908	0.921	1.477	0.983		

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2020/21 Efficiencies Outturn Tracker - M5

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	
							2020/21 £m
Portfolio							
Corporate							
Employer Pension Contributions	Reduced requirement due to recovery	Rachel Parry Jones	0.800	0.800	0.000	C	G
Actuarial Review	Reduced contribution rate	All	2.646	2.646	0.000	C	G
Single Person Discount Review	One Off Efficiency	David Barnes	0.300	0.300	0.000	O	G
Total Corporate Services			3.746	3.746	0.000		
Social Services							
Reviewing Function	Reduction of Post	Neil Ayling	0.025	0.264	0.239	O	G
Supported Living	Reduction of Voids	Neil Ayling	0.025	0.005	(0.020)	O	G
Communications	Reduction in Mobile Hardware	Neil Ayling	0.030	0.020	(0.010)	O	G
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.025	(0.005)	O	G
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.100	0.170	0.070	O	G
Regional Collaboration Wrexham CBC	Reduction in Posts	Neil Ayling	0.030	0.010	(0.020)	O	G
Additional Social Services Grant	Social Services Grant	Neil Ayling	0.426	0.000	(0.426)	O	G
Total Social Services			0.666	0.494	(0.172)		
Education & Youth							
Integrated Youth Provision	Youth Centres - Premises	Claire Homard	0.014	0.014	0.000	O	G
Total Education & Youth			0.014	0.014	0.000		
Streetscene & Transportation							
Discretionary Transport Review - Post 16 Transport	Joint with Education	Steve O Jones	0.449	0.402	(0.047)	O	R
Income from External Works		Steve O Jones	0.010	0.010	0.000	O	G
Garden Waste Charges	Additional take up of service	Steve O Jones	0.030	0.030	0.000	O	G
NWRP Gate Fee Benefit	Utilisation of WG Grant funding	Steve O Jones	0.200	0.200	0.000	O	A
Total Streetscene & Transportation			0.689	0.642	(0.047)		
Planning, Environment & Economy							
Countryside	Additional Tree Income	Tom Woodall	0.010	0.010	0.000	O	G
Countryside	Review of Spending	Tom Woodall	0.017	0.017	0.000	O	G
Review of Pest Control	Trading Standards Investigations and Community Safety	Sian Jones	0.035	0.035	0.000	O	G
Development Management	Increased Planning Fee Income	Mandy Lewis	0.015	0.015	0.000	O	G
Minerals & Waste	Adoption of new SLA with Partners	Gary Nancarrow	0.005	0.000	(0.005)	O	G
Portfolio Admin	Supplies and Services Review	Lynne Fensome	0.005	0.005	0.000	O	G
Regeneration	Bus Dev, Housing and Markets	Niall Waller	0.004	0.004	0.000	O	G
Total Planning, Environment & Economy			0.091	0.086	(0.005)		
Total 2020/21 Budget Efficiencies			5.206	4.982	(0.224)		

	%	£
Total 2020/21 Budget Efficiencies	100	5.206
Total Projected 2020/21 Budget Efficiencies Underachieved	-4	(0.224)
Total Projected 2020/21 Budget Efficiencies Achieved	96	4.982
Total 2020/21 Budget Efficiencies (Less Previously agreed Decisions)	100	0.000
Total Projected 2020/21 Budget Efficiencies Underachieved	0	0.000
Total Projected 2020/21 Budget Efficiencies Achieved	0	0.000

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2020	11.025	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.256
Less - allocation for ongoing resourcing of the Victim Contact Team		
Less - amount approved for Childrens Services ' Front Door Pressures'		(0.134)
Less - COVID-19 Emergency Funding Allocation*		(2.886)
*Month 5 projected outturn of £0.921m will be funded from this		
Less - projected national pay award increase		0.818
Total Contingency Reserve available for use		1.418

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Budget Monitoring Report

MONTH 5 SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)
<i>Housing Revenue Account</i>		
Income	-36.683	-36.479
Capital Financing - Loan Charges	9.027	9.027
Estate Management	1.861	1.765
Landlord Service Costs	1.434	1.482
Repairs & Maintenance	8.907	8.427
Management & Support Services	2.515	2.475
Capital Expenditure From Revenue (CERA)	12.928	12.928
HRA Projects	-0.153	-0.153
Contribution To / (From) Reserves	0.164	0.164
Total Housing Revenue Account	0.000	-0.364

Variance (£m)	Last Month Variance (£m)
0.204	0.190
0.000	0.000
-0.096	-0.022
0.049	0.009
-0.481	-0.440
-0.040	-0.032
0.000	0.000
0.000	0.000
0.000	0.000
-0.364	-0.295

Cause of Major Variance	Action Required
<p>There is a pressure forecast of £0.204m. Of this £0.118m relates to loss of income on properties which are not tenanted as we are running at 2.03% void rate compared to 1.75% in the Business Plan. £0.065m relates to garages, £0.066m relates to void water charges. Additional rental income is projected of £0.064m. The remaining £0.009m is attributed to Minor Variances</p>	
<p>Additional expenditure of £0.058m is anticipated during the year in respect of the purchase of software. This is offset by salary efficiencies arising from vacancy savings and the pay award of £0.132m. The remaining £0.022 is minor variances</p>	
<p>There is a projected pressure of £0.049k of which £0.036k relates to forecast material spend, this is offset by savings in HRM. £0.013k are minor variances.</p>	
<p>Reduction in Materials for Responsive and Voids expenditure due to Covid restrictions (£0.221m). Reduced projection of Responsive sub contractor spend on basis of Covid restrictions (£0.138m). Staffing Vacancy savings (£0.109m). Overall staffing saving (£0.089m). Increased Fleet projection based on Q1 charges £0.050m. Minor variances £0.026m.</p>	
<p>Efficiency projected of £0.040m of this £0.020m relates to salary savings. £0.016m relates to underspend on training due to Covid restrictions, and £0.04m to minor variances</p>	

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CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Business Rates – Write Offs
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

For individual bad debts in excess of £25,000, Financial Procedure Rules (section 5.2) requires Cabinet to approve recommendations to write off debts.

Two Business Rate debts are considered to be irrecoverable for Limited Liability Companies that are no longer trading. Consequently, there are no assets and successful recovery of the Business Rate debts is no longer possible and a write off is necessary, totalling £55,321. The organisations are:

- TTS Sales Ltd £25,648
- G & A Automotive Ltd £29,673

RECOMMENDATIONS

1	That Cabinet approve the write off for the Business Rate debts totalling £55,321 as set out in the report.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE REQUEST FOR WRITE OFF
	Background to TTS Sales Ltd
1.01	TTS Sales Ltd were responsible for Business Rates for the car sales area at Dobshill Garage, Chester Road, Dobshill from December 2012 until December 2018.
1.02	Between 2012/13 and 2017/18, the company paid their Business Rate liability in full following enforcement action through the use of bailiffs/enforcement agents. The Council successfully recovered £142,000.
1.03	In 2018/19 the Council successfully obtained a further liability order on the 20/06/2018. Enforcement Agents/Bailiffs were subsequently engaged to enforce the Liability Order. The agents secured a payment agreement with the company directors and a total of £1,143 was successfully recovered.
1.04	The company then defaulted with their payment agreement and the Council was notified that the company had been dissolved by Companies House on the 13 th November 2018.
1.05	Liability was ended on the 31 st December 2018 in line with the termination of the lease by the landlords.
1.06	There is no prospect of the Council receiving payment of £25,648 owed to the Council for unpaid Business Rates as the company is no longer in existence.
	Background to G & A Automotive Ltd
1.07	G & A Automotive Ltd were liable for Business Rates for commercial premises at Unit 30, Zone 2, Deeside Industrial Estate.
1.08	The company commenced occupation of the unit on 1 st April 2017 and paid their 2017/18 full Business Rates liability by direct debit. G&A vacated the unit around March 2018 and left no forwarding address.
1.09	Following discussions with the landlord, the lease with G & A Automotive remained in place until January 2027 and so G & A Automotive Ltd remained liable for empty Business Rates.
1.10	During 2018/19 and 2019/20, the company failed to meet their payment obligations and liability orders were granted in February and June 2019 and subsequently enforcement agents were instructed to collect the outstanding balances.
1.11	Enforcement Agents visited the company registered offices in the Wirral and found the company had absconded. Additional attempts were undertaken to trace the company and identify any assets but were unsuccessful.

1.12	The Company has no identifiable assets to pay the Business Rate debt of £25,648 and the directors have now lodged proposals in June 2020 with Companies House for the company to be struck off and dissolved.
1.13	There is little prospect of the Council receiving any payment in respect of the £25,648 debt owed to the Council for empty Business Rates.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct financial implications for the Council or local taxpayers by writing off these debts as Business Rates are borne by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates does though have a wider impact on the Welsh taxpayer.
2.02	Writing off these two debts, amounting to a loss to the National Collection Pool of £55,321 is being recommended as a last resort and only on the basis that there is no prospect of successfully recovering these debts.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25,000, Cabinet must be consulted before a decision is taken.

4.00	RISK MANAGEMENT
4.01	For those businesses who fail to pay, recovery action is always taken to secure payment. Measures include the use of enforcement agents/bailiffs to take control of goods, and on occasion, steps are taken to 'wind-up' companies.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ul style="list-style-type: none"> • Local Government Finance Act 1988 • Financial Procedure Rules (section 5.2) • Companies House – G & A Automotive Ltd – Company Number 07022960 • Companies House – TTS Sales Ltd – Company Number 06693274 <p>Contact Officer: David Barnes, Revenues Manager</p>

	Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
	<p>Business Rates: are a property based local tax on businesses calculated on the rateable value of the property. Although the rate of tax is set by Welsh Government, rates are administered and collected locally by each local authority and paid into a national collection pool for Wales.</p> <p>National Collection Pool for Wales: all Business Rates are collected and paid into the Welsh Government’s Non-Domestic Rates Pool. They are then redistributed to local businesses as part of the local government revenue settlement grant each year.</p> <p>Companies House: is the UK’s registrar of companies and is an executive agency of Her Majesty’s Government.</p> <p>Debt Enforcement Agents/Bailiffs: are sometimes used as a way of enforcing Liability Orders for non-payment of Business Rates by either collecting payment in full or taking control of goods to offset against the debt.</p> <p>Dissolved: Is a legal process of closing down a limited company by removing its name from the official register held at Companies House. Once the name is removed from the register, the company no longer legally exists.</p>



CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Public Services Ombudsman for Wales
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to share the Public Services Ombudsman for Wales Annual Letter 2019-20 for Flintshire County Council.

The Annual Letter provides details of the annual performance of the Council in relation to complaints against services which were received and investigated by the Public Services Ombudsman for Wales during 2019-20.

RECOMMENDATIONS

1	Cabinet note the annual performance of the Council and the percentage of complaints that are premature, out of jurisdiction or closed after initial consideration by the Ombudsman.
2	Cabinet support the actions in paragraph 1.14 to improve complaints handling across the Council.
3	Cabinet support the actions in paragraph 1.15 to review the Council's complaints policy by 31 March, 2021.

REPORT DETAILS

1.00	EXPLAINING THE ANNUAL LETTER 2019-20
1.01	The Public Services Ombudsman for Wales (“Ombudsman”) published his Annual Letter on performance as part of his Annual Report and Accounts in September 2020.
1.02	The number of complaints received by the Ombudsman about Local Authorities across Wales decreased by 2.4% in 2019-20. The Ombudsman had to intervene in (uphold, settle or resolve early) a smaller proportion of the cases closed: 13% compared to 15% in 2018-19. This provides complainants with appropriate and timely remedies avoiding the need for the Ombudsman to fully investigate complaints.
1.03	Appendix 1 is a full copy of the Annual Letter detailing the Council’s performance and comparative data. The following paragraphs provide a summary of performance and additional context in response to the findings.
1.04	Section A - 61 complaints were made against the Council in 2019-20 which is an increase of 11 on the previous year and higher than the Welsh average of 40. However, a high percentage of complaints (80%) were premature, out of jurisdiction or closed after initial consideration by the Ombudsman. The Council actively promote the role of the Ombudsman in accordance with its complaints policy and to provide independent scrutiny when complainants are dissatisfied.
1.05	Section B – Planning received the highest volume of complaints (14) in 2019-20 accounting for 22.95% of all cases against the Council. However, it should be noted that the number of complaints reduced from 18 to 14 compared to 2018-19.
1.06	Section C – of the complaints that were received against the Council: <ul style="list-style-type: none"> • 54% of complaints were premature meaning complainants had not exhausted the Council’s complaints procedure before approaching the Ombudsman or out of jurisdiction; • 26% of complaints were closed after initial consideration; • 8% of complaints were resolved through early resolution which means the Council agreed to take certain steps locally to avoid investigation; • 2 reports were issued with upheld in whole or in part decisions compared to 5 the previous year; • 1 public interest report was issued.
1.07	Section D – the number of complaints that required intervention by the Ombudsman reduced by 50% in 2019-20. The number fell from 16 to 8 compared to 2018-19 and is aligned to the Welsh average.

1.08	Section E – there were two complaints made to the Ombudsman in respect of Member Code of Conduct. One was closed after initial consideration and the other was referred to Adjudication Panel.
1.09	Section F – 14 complaints were made against Town and Community Town Councils which is a reduction on the previous year (18 in 2018-19).
1.10	<p>The Public Services Ombudsman (Wales) Act 2019</p> <p>The Public Services Ombudsman (Wales) Act 2019 achieved Royal Assent in July 2019 which means Wales is the first Ombudsman’s office in the UK to have full and operational powers to drive systemic improvement of public services through investigations on our ‘own initiative’ and the Complaints Standards role.</p>
1.11	<p>During 2019-20, the Council engaged positively with the new Complaints Standards powers by submitting data to the Complaints Standards Authority (CSA) about the complaints handled by the Council. This will help us to learn more about the complaints landscape in Wales and drive improvement in public services for citizens in Wales. The data submitted by Local Authorities in Wales shows:</p> <ul style="list-style-type: none"> • Over 13,000 complaints were recorded by Local Authorities in 2019-20; • Nearly half (42%) of those complaints were upheld in full or in part; • About 80% (79.51%) were investigated within 20 working days; • About 7% (6.91%) of all complaints ended up being referred to PSOW.
1.12	<p>Improving complaints handling</p> <p>The Ombudsman has highlighted that complaints handling remains one of the main subjects of complaints to his office (9% of complaints in 2019-20). The Council completed a number of actions in 2019-20 to improve complaints handling but others were postponed due to the Coronavirus pandemic and reprioritisation of resources.</p>
1.13	<p>The following actions were completed in 2019-20 to improve complaints handling:</p> <ul style="list-style-type: none"> • Introduction of house-style letters and improved guidance for employees; • Targeted training sessions with Planning officers to learn lessons from Ombudsman decisions in 2018-19 including: <ul style="list-style-type: none"> • Validation training • Report writing guidance • Sign off guidance • Delegated or Committee report • Enforcement training for officers and Members • New protocol for allocating and escalating planning complaints

	<ul style="list-style-type: none"> Working with Councils from across Wales and the Ombudsman to collectively record complaints data which may be used to drive improvement in public services for citizens in Wales.
1.14	<p>The following actions will be taken forward in 2020-21 to further improve complaints handling:</p> <ul style="list-style-type: none"> Training of key officers by the Customer Standards Authority in January 2021 to support and enhance complaint handling throughout the Council by considering best practice from multiple sectors from around the world; A programme of workforce training delivered by the Corporate Training Unit to support all officers across the organisation to effectively handle complaints; Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence of conflict between its members to help reset the boundaries of behaviour for its Members.
1.15	<p>Complaints policy</p> <p>The Council's policy for dealing with complaints was introduced in 2012. A review is required in response to the Customer Standards Authority model to provide basic standards, a common language and a set of principles to underpin how complaints are handled throughout public services in Wales. The review will include:</p> <ul style="list-style-type: none"> A review of practices and procedures to ensure they comply with the model for public services in Wales; A review of the system used to record complaints to ensure it is appropriate; Implementation of a new policy by the end of 2020-21 to comply with Section 38 of The Public Services Ombudsman (Wales) Act 2019; Promotion of new the new policy to reduce the number of premature complaints to the Ombudsman.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>This report provides details of the annual performance of the Council in relation to complaints against services which were received and investigated by the Public Services Ombudsman for Wales. At this point there are no proposed changes or actions and as such no impact or risks have been identified. Subject to approval by Cabinet of recommendation 3 of this report, as part of the review of the Council's complaints procedure a full integrated impact assessment will be conducted.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A copy of the Annual Letter is published on the Ombudsman's website.

5.00	APPENDICES
5.01	Appendix 1 – Annual Letter 2019-20.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	The Public Services Ombudsman for Wales Annual Report and Accounts 2019-20 https://www.ombudsman.wales/wp-content/uploads/2020/07/PSOW-Annual-Report-and-Accounts-2019-20.pdf


7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Rebecca Jones, Customer Contact Service Manager Telephone: 01352 702413 E-mail: rebecca.jones@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Public Services Ombudsman for Wales – investigates complaints against public service providers in Wales where people believe they have suffered an injustice through maladministration on the part of the public service provider e.g. a local authority.</p> <p>Own Initiative Investigations – enables the Public Services Ombudsman for Wales to commence an investigation where there is sufficient evidence to demonstrate the need to begin an investigation.</p> <p>Complaints Standards Authority – a newly formed team within the Public Services Ombudsman for Wales' office focused on ensuring the procedures to complain to public service providers in Wales are complainant focused, simple, fair and objective, timely and effective, accountable and committed to continuous improvement.</p>


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Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 September 2020

 Communications
@ombudsman-wales.org.uk

Councillor Ian Roberts
Council Leader
Flintshire County Council

By Email Only
ian.b.roberts@flintshire.gov.uk

Dear Councillor Roberts

Annual Letter 2019/20

I am pleased to provide you with the Annual letter (2019/20) for Flintshire County Council.

I write this at an unprecedented time for public services in Wales and those that use them. Most of the data in this correspondence relates to the period before the rapid escalation in Covid-19 spread and before restrictions on economic and social activity had been introduced. However, I am only too aware of the impact the pandemic continues to have on us all.

I am delighted to report that, during the past financial year, we had to intervene in (uphold, settle or resolve early) a smaller proportion of complaints about public bodies: 20% compared to 24% last year.

We also referred a smaller proportion of Code of Conduct complaints to a Standards Committee or the Adjudication Panel for Wales: 2% compared to 3% last year.

With regard to new complaints relating to Local Authorities, the overall number has decreased by 2.4% compared to the previous financial year. I am also glad that we had to intervene in a smaller proportion of the cases closed (13% compared to 15% last year). That said, I am concerned that complaint handling persists as one of the main subjects of our complaints again this year.

Amongst the main highlights of the year, in 2019 the National Assembly for Wales (now Senedd Cymru Welsh Parliament) passed our new Act. We are now the first ombudsman's office in the UK to have full and operational powers to drive systemic improvement of public services through investigations on our 'own initiative' and the Complaints Standards role.

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During 2019/20, we have engaged intensively with Local Authorities on this issue, starting to exercise our new Complaints Standards powers.

Local Authorities in Wales submitted data about the complaints they handled to the Complaints Standards Authority (CSA) for the first time in 2019/2020, revealing much more about the complaints landscape in Wales.

The data submitted for 2019/2020 shows:

- Over 13,000 complaints were recorded by Local Authorities – 4.25 for every 1000 residents.
- Nearly half (42%) of those complaints were upheld in full or in part.
- About 80% (79.51%) were investigated within 20 working days.
- About 7% (6.91%) of all complaints ended up being referred to PSOW.

The CSA will work with public bodies to ensure the data submitted is an accurate representation of complaints being submitted by service users.

A summary of the complaints of maladministration/service failure received relating to your Council is attached.

Also attached is a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

Action for the Council to take:

- Present my Annual Letter to the Cabinet to assist members in their scrutiny of the Council's performance.
- Engage with my Complaints Standards work, accessing training for your staff and providing complaints data.
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by 30 November.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely



Nick Bennett
Ombudsman

CC: Colin Everett, Chief Executive
Rebecca Jones, Contact Officer

Factsheet

A. Complaints Received

Local Authority	Complaints Received	Complaints received per 1000 residents
Blaenau Gwent County Borough Council	17	0.24
Bridgend County Borough Council	34	0.23
Caerphilly County Borough Council	49	0.27
Cardiff Council*	122	0.33
Carmarthenshire County Council	42	0.22
Ceredigion County Council	31	0.42
Conwy County Borough Council	29	0.25
Denbighshire County Council	32	0.34
Flintshire County Council	61	0.39
Gwynedd Council	37	0.30
Isle of Anglesey County Council	26	0.37
Merthyr Tydfil County Borough Council	13	0.22
Monmouthshire County Council	16	0.17
Neath Port Talbot County Borough Council	22	0.15
Newport City Council	39	0.25
Pembrokeshire County Council	25	0.20
Powys County Council	72	0.54
Rhondda Cynon Taf County Borough Council	39	0.16
Swansea Council	92	0.37
Torfaen County Borough Council	5	0.05
Vale of Glamorgan Council	30	0.23
Wrexham County Borough Council	33	0.24
Wales	866	0.28

* inc 1 Rent Smart Wales

B. Complaints Received by Subject

Flintshire Council	Complaints Received	Complaints Percentage Share
Adult Social Services	3	4.92%
Benefits Administration	1	1.64%
Children's Social Services	2	3.28%
Community Facilities, Recreation and Leisure	2	3.28%
Complaint Handling	2	3.28%
Education	4	6.56%
Environment and Environmental Health	10	16.39%
Health	2	3.28%
Housing	10	16.39%
Planning and Building Control	14	22.95%
Roads and Transport	7	11.48%
Various Other	4	6.56%

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C. Complaint Outcomes

(* denotes intervention)

Complaints Closed	Premature/ Out of Time/Right to Appeal	Out of Jurisdiction	Other cases closed after initial consideration	Early Resolution/ voluntary settlement*	Discontinued	Other Reports- Not Upheld	Other Reports Upheld - in whole or in part*	Public Interest Report *	Grand Total
Flintshire County Council	30	3	16	5	0	0	2	1	57
Percentage Share	52.63%	5.26%	28.07%	8.77%	0.00%	0.00%	3.51%	1.75%	

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D. Number of cases with PSOW intervention

	No. of interventions	No. of closures	% of interventions
Blaenau Gwent County Borough Council	1	17	6%
Bridgend County Borough Council	1	34	3%
Caerphilly County Borough Council	6	50	12%
Cardiff Council	21	120	18%
Cardiff Council - Rent Smart Wales	-	1	0%
Carmarthenshire County Council	6	46	13%
Ceredigion County Council	4	30	13%
Conwy County Borough Council	6	34	18%
Denbighshire County Council	2	32	6%
Flintshire County Council	8	57	14%
Gwynedd Council	4	39	10%
Isle of Anglesey County Council	3	28	11%
Merthyr Tydfil County Borough Council	2	15	13%
Monmouthshire County Council	2	15	13%
Neath Port Talbot Council	4	25	16%
Newport City Council	4	38	11%
Pembrokeshire County Council	7	29	24%
Powys County Council	14	71	20%
Rhondda Cynon Taf County Borough Council	5	40	13%
Swansea Council	4	93	4%
Torfaen County Borough Council	1	5	20%
Vale of Glamorgan Council	4	27	15%
Wrexham County Borough Council	4	33	12%
Grand Total	113	879	13%

E. Code of Conduct Complaints Closed

County/County Borough Councils	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Flintshire	1	-	-	-	-	1	-	2

F. Town/Community Council Code of Complaints

Town/Community Council	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Broughton & Bretton Community Council	1	-	-	-	-	-	-	1
Northop Hall Community Council	9	-	-	-	-	-	-	9
Saltney Town Council	4	-	-	-	-	-	-	4

Appendix

Explanatory Notes

Section A provides a breakdown of the number of complaints against the Local Authority which were received during 2019/20, and the number of complaints per 1,000 residents (population).

Section B provides a breakdown of the number of complaints about the Local Authority which were received by my office during 2019/20. The figures are broken down into subject categories with the percentage share.

Section C provides the complaint outcomes for the Local Authority during 2019/20, with the percentage share.

Section D provides the numbers and percentages of cases received by the PSOW in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

Section E provides a breakdown of all Code of Conduct complaint outcomes against Councillors during 2019/20.

Section F provides a breakdown of all Code of Conduct complaint outcomes against town or community councils.

Feedback

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk

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CABINET

Date of Meeting	Tuesday, 20 th October 2020
Report Subject	Office of the Public Guardian Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

This report is brought to inform Cabinet of the content of the Office of the Public Guardian Assurance Visit undertaken in January 2020.

This report was scheduled to be brought in March 2020, but due to the COVID-19 Pandemic, has been delayed until October. The Office of the Public Guardian (OPG) uses Assurance Visits as a means of supervising and supporting Professional and Public Authority deputies. Assurance Visits look at specific client cases selected for review and also at how a deputy ensures the proper management and administration of their deputyship caseload.

Assurance Visits are conducted by Court of Protection visitors who make reference to the published deputy standards when reporting findings and observations to the OPG.

RECOMMENDATIONS

1	That Cabinet notes and is assured by the content of the Assurance Visit feedback letter and assessment of the authority's performance.
2	That Cabinet notes the Assurance Visits Overall Summary and the Council's response.

REPORT DETAILS

1.00	EXPLAINING THE OFFICE OF THE PUBLIC GUARDIAN ASSESSMENT VISIT
1.01	Members will be aware that if an individual loses the capacity to manage their finances, for example due to dementia or a severe stroke, and has not made arrangements in advance, another person can become a deputy to take responsibility for their financial affairs. In Flintshire, if there is nobody available or eligible to become a deputy for a person who has lost capacity, it is possible for the local authority's Receivership Team to take on this role.
1.02	Referrals to the service are normally made by the person's social worker following an assessment of the needs of the individual concerned. Whether Deputyship or the alternative, DWP Appointeeship, is the best option will depend on the person's financial circumstances.
1.03	Individuals with complex financial affairs, for example additional sources of income, investments or significant savings will have an application for Deputyship submitted to the Office of the Public Guardian.
1.04	A Deputy undertakes responsibility for the management of all of a person's financial affairs if they become incapable of doing so themselves, including savings, pensions, all sources of income, and assets such as property and valuables.
1.05	Applications for Deputyship are made to the Court of Protection and the Deputy is a person or organisation appointed by the Court of Protection. The Deputy makes specific decisions as set out by the Court and: <ul style="list-style-type: none"> • take steps to implement those decisions; when • the person lacks capacity to make that decision for themselves.
1.06	A Deputy must apply the 5 statutory principles of the Mental Capacity Act 2005 and must only make a decision that is in the Best Interests of the person,
1.07	Flintshire's obligation to act as a court-appointed deputy are set out in the Mental Capacity Act 2005 (MCA 2005) and the Mental Capacity Act 2005 Code of Practice (MCA 2005 Code of Practice).
1.08	To ensure the Council, as a Deputy, is acting as a court-appointed deputy set out in the MCA 2005 the Office of the Public Guardian will undertake Assurance Visits to review specific cases in accordance with the standards set out in the July 2015 standards.
1.09	During the Assurance Visit in January 2020, seven of the Council's deputyship clients were selected to be reviewed. The visitor then met with the deputyship team to discuss the clients visited and the management of the deputyship caseload as a whole.
1.10	Performance Against the 4 Deputyship Standards

1.11	<u>Standard 1 – Secure the client’s finances and assets</u>
1.12	Reference was made to the use of the NatWest Bankline system to ensure regular monitoring of client’s finances, also the use of pre-paid cards which allows individuals to make purchases within certain restrictions. This gives individuals voice, choice and control over areas of their finances where they have the capacity to choose. Reference was also made to partnership working with Housing Benefits Team, the Welfare Right Officer and individual’s Social Workers.
1.13	From the evidence gathered the visitors concluded that the Council is meeting Standard 1.
1.14	<u>Standard 2 - Gain insight into the client to make decisions in their best interests</u>
1.15	The Deputyship Officers work closely with social workers to ensure the individual is supported to make their own decisions as much as possible. Reference was made to the joint use of the Paris Client Information System.
1.16	The visitors concluded that the Council was meeting Standard 2.
1.17	<u>Standard 3 - Maintain effective internal office processes and Organisation</u>
1.18	The visitors noted that fixed costs are being charged correctly as set out by the Court of Protection and the day to day management of the service raised no issues.
1.19	It was also noted that the service has a policy in regards to conflicts of interest.
1.20	The visitors did note that there were a significant number of cases per Deputyship Officer and questioner whether the current staff resources were sustainable.
1.21	The visitors concluded that the Council meets Standard 3.
1.22	<u>Standard 4 – Have the skills and knowledge to carry out duties of a deputy</u>
1.23	Reference was again made to the close working relationship with Social Workers and that best interest decisions are made on all information available from relevant parties.
1.24	The visitors noted that all decisions are recorded on Paris.
1.25	The visitors also commented that from the cases reviewed the deputyship officers had a good understanding of the Mental Capacity Act 2005 and its five statutory principles.
1.26	It was concluded that the Council met Standard 4.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct resource implications as a result of this letter, however reference was made to a lack of staff resource within the Deputyship Officer team and the need for an additional officer to support the workload.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The letter is a very positive review of the work of the Deputyship Officers within the Financial Assessment and Charging Team of Social Services.
3.02	In response to the Visitor's assessment of under-resourcing, the service is in the process of appointing an additional Deputyship Officer to address the concerns raised by the Officers of the Office of the Public Guardian.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	There are no consultation requirements as a result of this letter.

5.00	APPENDICES
5.01	Office of the Public Guardian Assurance Visit Feedback Letter.
5.02	Assurance Visits – What you need to know.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officers: Jane Davies Telephone: 01352 702503 E-mail: jane.m.davies@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	Court of Protection: The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales. Mental Capacity Act (2005) The Mental Capacity Act (MCA) is designed to protect and empower

people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over.

Office of the Public Guardian

The Office of the Public Guardian (OPG) helps people in England and Wales to stay in control of decisions about their health and finance and make important decisions for others who cannot decide for themselves. OPG is an executive agency, sponsored by the Ministry of Justice.

Paris Client Information System

Is the Social Services Client Information System where the case notes and details of all individuals who access services through Social Services are recorded.

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Office of the Public Guardian

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Ms Vicki Smallwood
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Sent via email: neil.j.ayling@flintshire.gov.uk / vicki.smallwood@flintshire.gov.uk

27 January 2020

Dear Ms Smallwood

Re: Assurance Visit

I am writing following the assurance visit that took place on 07 January 2020. The visitor's report has now been received and reviewed. Thank you for taking the time to meet with the visitor and discuss the management of the deputyships.

Section 1 of this letter outlines the purpose of an assurance visit and how the information obtained at a visit is reported back to the Office of the Public Guardian (OPG).

Section 2 summarises the visitor's findings and Flintshire County Council's performance against the public authority deputy standards.

Section 3 summarises the client visits with recommendations that were made following the visits.

Section 4 summarises your feedback for OPG and any further action that will be taken on receipt of this.

Section 5 then provides an overall summary of Flintshire County Council's management of its deputyship cases.

1. Assurance visit process

OPG uses assurance visits as a means of supervising public authority deputies.

Assurance visits look at specific cases selected for review and also at how a deputy ensures the proper management and administration of their deputyship caseload. Court of Protection visitors conducting assurance visits make reference to the published public authority deputy standards when reporting their findings and observations to OPG.

The standards, released in July 2015, clearly set out what is expected of public authority deputies and provide an important checklist of actions and behaviour every deputy should follow. They form an important part of OPG's improved approach to supporting public authority deputies, and help to make sure clients' best interests are served at all times.

Seven of Flintshire County Council's deputyship clients were selected to be reviewed as part of the assurance visit, and were visited by a Court of Protection visitor. The visitor then met with the deputyship team to discuss the clients visited and the management of the deputyship caseload as a whole.

2. Performance against the deputy standards

Standard 1: Secure the client's finances and assets

NatWest accounts are accessed online and are reviewed regularly. Clients are issued with prepaid cards and some care homes have been provided with the cards.

Some care homes invoice for personal expenditure separately or provide personal allowance sheets which are then recorded on the Paris system for audit purposes.

The Welfare Rights Officer is located in the same building as the team and assists with any appeals and interviews. Social workers support clients with DWP applications. The Housing Benefit Team also provide information and advice.

Two deputyship officers are required to authorise payments or set up direct debits or standing orders.

From the evidence gathered at the assurance visit Flintshire County Council is meeting standard 1.

Standard 2: Gain insight into the client to make decisions in their best interests

The visitor noted that the deputyship officer relies on the social worker to ensure that the client is supported to make their own decisions as much as possible. Deputyship officers have full access to social worker notes on the Paris system.

Social workers are asked to explore client's circumstances and family members. All cases of financial abuse are automatically offered a deputyship or appointeeship.

It would appear from all the information provided that Flintshire County Council is meeting standard 2.

Standard 3: Maintain effective internal office processes and organisation

The visitor noted that the fixed costs are being charged correctly.

No issues have arisen at this assurance visit in terms of day to day management but the visitor questioned whether the current team staff resources will be sustainable.

The team also manage appointee cases and the split is as follows:-

Naomi Harper
142 appointee clients & 42 deputyship clients

Cath Buxton
106 appointee clients & 67 deputyship clients

The new team manager, Vicki Smallwood, also manages the financial assessment team and does not manage any cases herself. This is a strain on the deputyship officers as Helen Draper had her own caseload and she has not been replaced with a deputyship/appointee officer. The team has just heard that Emma Davies will join the team in a full time administrative role only.

Naomi has been completing some work on the appointee clients. There are 25 with assets over £16k (one with assets over £67k) and she has asked Social Workers to complete COP3 Mental Capacity assessments on these clients but there are a further 47 clients with assets between £6k and £16k with the majority having assets above £12k (this is due to many clients receiving back dated ESA awards or inheritances). These extra cases would make the existing deputyship officers caseloads unmanageable.

Bank accounts are monitored regularly and any unusual requests may prompt a deputyship officer to request a social worker visit.

There is a formal policy regarding conflicts of interest, and an example was provided when one of the deputyship officers stepped away from a case due to knowing a party involved in a property sale.

It would appear from the information provided that Flintshire County Council is meeting standard 3.

Standard 4: Have the skills and knowledge to carry out the duties of a deputy

Deputyship officers consult social workers for more information if unwise decisions are considered.

Best interests decisions are made based on information available from relevant parties, the cost, and practicality. All decisions are recorded in a deputyship folder on the Paris system.

From the cases reviewed the visitor was fully satisfied that the deputyship team has a good understanding of the Mental Capacity Act (MCA) 2005 and its five statutory principles, and are applying these in the management of their cases.

From the information provided Flintshire County Council is meeting standard 4.

3 Client Reviews - Client Review Information has been removed for confidentiality reasons

4. Your feedback to OPG

The visitor was asked to gather any feedback from Flintshire County Council to OPG during the assurance visit. No feedback was recorded.

5. Overall summary

The visitor stated that both deputyship officers displayed a very good knowledge of their clients and their personal circumstances and manage their cases in a very effective way.

All clients visited stated that the officers were quick to respond to requests and could be contacted easily.

However, they are under-resourced and there is little by way of contingency should one of the two officers be absent, sick, or leave their post.

A full time experienced team member was lost when Helen Draper retired in July 2018. A new full time administrative officer is commencing shortly, which will help with some tasks but this will not address the shortfall in resources, which will increase when the new deputyships identified increase the workloads further.

Vicki Smallwood explained that another deputyship officer is required. The caseload is increasing through usual procedures and an additional 25 cases have been identified through a review of current appointee cases. A further 47 appointee clients would require a deputyship. One deputyship officer has been absent due to stress, and substantial additional workloads will shortly make the level of work to be carried out unsustainable.

Officers would like to be able to visit clients, but simply do not have sufficient time to do this.

To summarise, the visitor stated that the team are currently managing their cases very effectively in the best interests of their vulnerable clients.

The workloads have increased and are set to increase substantially in the near future when the identified new deputyships are appointed.

Additional staff will be required in order to maintain the high level of deputyship management that is currently provided by Flintshire County Council.

Once again, I would like to thank you for your co-operation in the process of the assurance visit. If you have any questions please do not hesitate to contact me on 0115 934 2817 or email OPG.publicauthorityteam@publicguardian.gov.uk.

Yours sincerely

Tony Williams
Office of the Public Guardian



Office of the
Public Guardian



Assurance visits

What you need to know

OPG assurance visits – guidance

This document is available in large print, Welsh, audio and braille on request. Please call +44 (0)300 456 0300 or email customerservices@publicguardian.gsi.gov.uk

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Publication date: August 2015

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Ref: SD7

An introduction to assurance visits

The Office of the Public Guardian (OPG) uses assurance visits as a means of supervising and supporting Professional and Public Authority deputies.

Assurance visits look at specific client cases selected for review and also at how a deputy ensures the proper management and administration of their deputyship caseload. Court of Protection visitors conducting assurance visits will make reference to the published [deputy standards](#) when reporting findings and observations to the OPG.

Assurance visits take around three and a half hours. If it's going to take longer, the Court of Protection visitor (visitor) will let you know.

Before your visit, OPG will have asked the visitor to meet with and report on a selection of your clients. These reports will help the visitor decide what to cover with you.

There are two stages to your assurance visit.

For stage 1 you will need your case files for each client selected for review. Within each file you will need to show evidence that you are adhering to the [deputy standards](#) to make sure your clients' best interests are served at all times.

For stage 2 you will need to show how you manage your deputyship caseload as a whole.

Your case files must be accessible to the visitor. If you use any electronic systems to store documents not held on case files, you must provide access to them.

For older cases with very large files, the last two years' worth of records need to be available for the visit.

You must be able to direct the visitor to specific articles and documents in each case file to demonstrate the following:

Stage 1 – your cases

Invoices

- compliance with Part 19 of the Court of Protection Rules 2007 as supplemented by Practice Direction B.

Contact, consultation and accountability

- visits to the client
- consulting others
- staying accountable for your actions and decisions as a deputy.

Correspondence

How you have dealt with certain issues, including:

- telling banks, building societies, other financial institutions and other interested parties about the deputyship order
- working with the Department for Work and Pensions to make sure that your clients get all the benefits they should
- consulting with others (for example, the client's family, or experts such as architects, estate agents and case managers) at the appropriate time.

Other documents

The visitor may also want to see other documents, including:

- insurance certificates
- investments or pension statements
- bank statements (including electronic)
- copies of contracts (such as care home contracts)
- copy invoices (care costs)
- any reports or assessments
- completion statements for any purchase or sale of property
- Certificate of Costs from the Senior Courts Costs Office where applicable.

Past decisions and future plans

- your past decisions and future plans for each of your cases.

Stage 2 – managing your caseload

The visitor will also report to OPG on your approach to:

Deputyship management

- your involvement in the day-to-day management of your cases
- the size of your caseload
- how you delegate tasks (such as filling in annual reports and visiting clients).

The Mental Capacity Act 2005: Principles and Code of Practice

- managing your caseload in line with Section 1 and Section 4 of the Mental Capacity Act 2005.

Safeguarding

- your staff's awareness of the wellbeing of your clients
- training to identify any risks to the client's finances or welfare
- reporting these risks.

Fees

- evidence of your awareness of the costs rules, and how these rules are applied across your caseload.

Contact and correspondence

- making sure the client and those close to the client (such as family, friends or carers) can stay in touch
- your understanding of how a deputy should avoid any uncertainty, conflict or dispute.

How you deal with the client's property

- house clearances
- insurance
- property maintenance
- your knowledge of each client's last will and testament
- consulting your clients
- family and dependants
- consulting surveyors, valuers and other experts.

Conflicts of interest

- avoiding or managing potential or actual conflicts of interest.

Accounting and banking

- managing bank accounts
- staff access to account information
- making and authorising transactions
- if, and when, you use corporate client accounts
- safe storage of sensitive financial articles or documentation.

IT security and information assurance

- IT systems protection (such as passwords, system access monitoring, backing up information)
- safe storage of case files and original documents (such as wills and original orders).

Consulting and contracting with third parties

- choosing third party services (such as estate agents, case managers or independent financial advisers)
- negotiating fees
- giving instructions
- standard practices for consulting care providers or clients' families
- contracts with registered care or nursing homes.

Court of Protection orders

- your knowledge of Court of Protection orders
- when these orders are necessary or urgent
- what you would do if an order was needed, (such as a database of precedents or specialist publications, or consultation with experts).

After the visit

The visitor will send their written report to OPG. The case management team will keep in touch with you about any issues that come out of the visit.

Contacts

For more information on visits, contact your visitor or your case management team.

OPG professional case management team

0115 934 2819

opg.pro@publicguardian.gsi.gov.uk

OPG public authority case management team

0115 934 2817

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CABINET	
Date of Meeting	Tuesday 20 October 2020
Report Subject	Renewal of Public Space Protection Orders (PSPOs)
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Streetscene and Transportation) Chief Officer (Planning, Economy and Environment)
Type of Report	Operational

EXECUTIVE SUMMARY

Public Spaces Protection Orders (PSPOs) are an intervention to prevent individuals, or groups, committing anti-social behaviour in a public space. They are part of the Anti-social Behaviour, Crime and Policing Act 2014 (“the Act”).

Councils may make a Public Spaces Protection Order after consultation with the Police, the Police and Crime Commissioner and appropriate Community representatives. They can be enforced by Council Officers, Police Officers or Police Community Support Officers if they are designated to do so.

Cabinet approved the making of a dog control PSPOs in September 2017, following a period of consultation. PSPOs can last for a maximum of three years before a review is required. To renew a PSPO, the Council must undertake, in accordance with the Act, a further public consultation and notification exercise, as if it were making a new order.

Under provisions of the Act, Flintshire’s Alcohol Designated Public Place Order transitioned automatically into a Public Space Protection Order. This order allows Police Officers the power to ask members of the public to surrender alcohol if a member of the public are believed to be causing a nuisance in a public place. This is not a total alcohol ban in public areas, and is not applicable to licensed premises, but encouragement of sensible drinking. This Order also needs to be reviewed.

As the current PSPOs expire on the 19th October 2020, Cabinet approved the commencement of such a consultation on the 14th July 2020. This report informs Cabinet of the process and outcome of this consultation.

RECOMMENDATIONS

1	That Cabinet approves the extension of a Public Space Protection Order (PSPO) for dog control with only existing restrictions included.
2	That Cabinet approves the extension of a Public Space Protection Order (PSPO) for alcohol control.
3	That Cabinet recommends that a review is undertaken of all signage at all sites subject to the PSPO arrangements.

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.01	<p>Public Space Protection Orders (PSPOs) are designed to stop individuals, or groups, committing anti-social behaviour in a public place. PSPOs may not be made for a period of more than three years, but can be extended or varied if legal requirements are met.</p> <p>Flintshire County Council has two PSPOs in place, one covering dog control measures and one covering alcohol control, which are due to expire in October 2020.</p>
1.02	<p>On 12th September 2017, Cabinet approved the making of a Dog Control Public Space Protection Order (PSPO) following a period of consultation and other requirements under the Act. The PSPO required dog owners to:</p> <ol style="list-style-type: none">1. Remove their dogs' waste from all public places within Flintshire,2. Have a means on their person to pick up dog waste,3. Place their dog on a lead when asked by an authorised officer if the dog was causing a nuisance.4. Prohibit dogs from entering the playing areas of public marked sports pitches, formal recreation areas including but not exclusively bowling greens and tennis courts, fenced equipped children's play areas and all areas within school grounds,5. Keep their dog on a lead in cemeteries.
1.03	<p>Since the implementation of the dog control PSPO over 1,100 dog walkers have been approached and provided with information and advice on the prohibitions of the Order. A total of 3 Fixed Penalty Notices (FPNs) have been issued for dog fouling and 45 for dogs entering the boundaries of marked sports pitches.</p> <p>Whilst enforcement activity is timed to busy periods of dog walking and when intelligence is received about a regular offender, it is difficult to actually witness dog owners not clearing up after their dogs. The Council has adopted a high profile approach in order to act as a deterrent and enforcement officers enter into dialogue with dog walkers during their patrols to ensure that they are aware of the PSPOs. As the officers are in uniform it is less likely that dog walkers will not comply with the local rules and it should be noted that a high number of FPNs is not the only measure</p>

	by which the success of PSPOs should be measured and overall cleanliness and public awareness of the FPN process should also be considered.
1.04	Flintshire's Designated Public Place Order automatically transitioned to a PSPO under the Act in October 2017. The order allows designated officers, in this case Police Officers, the power to ask members of the public to surrender their alcohol if they are deemed to be a nuisance in public areas. Licensed premises are not included under these restrictions. Drinking alcohol in a public place is not a breach of the Order, but refusing the officers request to cease drinking, or surrender their alcohol when asked.
1.05	<p>PSPOs can be introduced in a specific public area where the local authority is satisfied on reasonable grounds that certain conditions have been met. These would include the nature of the anti-social behaviour requiring that:</p> <ul style="list-style-type: none"> • Activities that have taken place have had a detrimental effect on the quality of life of those in the locality, or it is likely that activities will take place and that they will have a detrimental effect • The effect or likely effect of these activities: <ul style="list-style-type: none"> • Is, or is likely to be, persistent or continuing in nature • Is, or is likely to be, unreasonable • Justifies the restrictions being imposed <p>Any local authority that has made a PSPO, may extend the period for which it has effect if it is satisfied, on reasonable grounds that doing so is necessary to prevent an occurrence or recurrence of the activities identified in the order, or an increase in the frequency or seriousness of those activities, after that time.</p>
1.06	<p>PSPOs are not permitted to have an effect for a period of more than 3 years, unless extended under Chapter 2 Section 60 of the Act.</p> <p>Before the time when a PSPO is due to expire, the local authority that made the PSPO may extend the period for which it has effect if satisfied on reasonable grounds that doing so is necessary to prevent—</p> <p>(a) occurrence or recurrence after that time of the activities identified in the order, or</p> <p>(b) an increase in the frequency or seriousness of those activities after that time.</p> <p>An extension under this section may not be for a period of more than 3 years, but a PSPO may be extended under this section more than once.</p>
1.07	Therefore Cabinet approved the consultation process on the 14 th July 2020, following support from the Environment Overview and Scrutiny Committee on 13 th July 2020. The consultation would be with the required stakeholders to renew the current orders with the same level of restrictions as previously made.

	<p>The consultation ran between the 3rd August and 4th September 2020 and, as required, information and detail on how to take part was shared with:</p> <ul style="list-style-type: none"> • Elected Members, • Town & Community Councils, • Head Teachers, • Bowling club secretaries, • North Wales Police, • The Police and Crime Commissioner and • Dog representative groups. • Flintshire residents (via press release explaining the proposals and how to take part) <p>The consultation was undertaken via an online survey, which included maps of potentially affected areas, a frequently asked questions and answers document and copies of the proposed orders.</p> <p>In preparation for the consultation, and in addition to Flintshire County Council land, Town and Community Councils were asked to identify areas within their ownership they wanted to be included in the renewed PSPO. This would allow Flintshire County Council to enforce the conditions on their land (legal requirements and timeline included within Appendix 1).</p>
1.08	<p>The results of the consultation on both proposed PSPOs were as follows:</p> <p>Dog Control PSPO</p> <p>66 responses received, of which 64% were dog owners.</p> <p>There was strong support for FCC to:</p> <ol style="list-style-type: none"> 1. Dog owners should be made to put their dogs on a lead, when requested by an authorised officer, ONLY if the dog is loose and causing a nuisance or annoyance to any other person, bird or animal (100% agreed with the proposal). 2. Ensure that dog owners have on their person a means to collect dog waste at all times (100%) 3. Enforce dogs be kept on a lead in Cemeteries (89%) 4. Dogs should be excluded from fenced, equipped children’s play areas (92%) 5. Exclude dogs from the playing areas of formal recreation areas (Bowling greens/tennis courts) (88%) 6. Exclude dogs from all areas within school grounds (64%) 7. That dogs be excluded from within the boundary of marked sports pitches (65%).

	<p>8. That the steps are proportionate to achieve the aim of controlling dog fouling in Flintshire? (74%)</p> <p>Alcohol Control PSPO</p> <p>34 responses received.</p> <p>There was strong support for FCC to:</p> <ol style="list-style-type: none"> 1. Continue with the measures adopted in current alcohol Designated Public Space Order should continue under a Public Space Protection Order? (88%) 2. That this is a proportionate action to help control alcohol fuelled anti-social behaviour in Flintshire? (90%)
1.09	<p>Consultees were not able to make further representations or comments on the survey but a number of representations were subsequently received by email.</p> <p>Two representations made comments regarding the exclusion of dogs on school grounds in relation to Buckley Elfed High School specifically, and requested access to walk dogs along pathways that cross that school's grounds. On further consultation with the School Headteacher, who remains in full support of having the whole school grounds remain an exclusion zone, it is recommended that this representation not be considered further. This does not apply to the Public Rights Of Way in the area which will remain available for use by dog walkers.</p> <p>A third representation concerned the Ornamental Gardens by the tennis courts in Mold and requested that this area be included in the 'exclusion of dogs' category. At present, gardens are not included in any PSPO category, therefore it is not recommended that this area alone not be included at this time, however a review be undertaken of all garden areas to assess an appropriate dog control method to suit the needs of our residents.</p> <p>A fourth representation concerned the alcohol control PSPO and questioned the enforcement of the PSPO.</p>
1.10	<p>Members are advised of their duty to consider the Equality Act 2010.</p> <p>The Equality Impact and Welsh Language Assessment completed has been reviewed following the public consultation Appendix 2.</p> <p>The assessment found some disabled people may be affected by the proposal. Therefore a person will be exempt from the restrictions if that person:</p> <ul style="list-style-type: none"> • is registered as a blind person in a register compiled under Section 29 of the National Assistance Act 1948; • has a disability which affects that person's mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise

	move everyday objects, in respect of a dog trained by a prescribed charity and upon which that person relies for assistance
1.11	Following review of all consultation feedback it is recommended that both PSPOs be renewed for a further three year period, starting from October 2020, with existing restrictions continuing.
1.12	<p>It is also recommended that Streetscene services undertakes a full review of current signage for the dog control PSPO, at all locations, to ensure they are complete and accurate.</p> <p>Where it is deemed that signage needs to be upgraded or renewed, this will be done in a timely manner and enforcement action will not be taken until it is clear to Flintshire residents that restrictions are in place.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Budget – There will be costs associated with any signage for the new PSPOs in any areas where they may need to be displayed. These costs will be funded from current budgets.
2.02	Legal – Notice and publicity of the PSPO will need to be made prior to an order being made.
2.03	Staffing – The dog control PSPO is already enforced by Streetscene Enforcement staff, the alcohol control PSPO is enforced by North Wales Police.

3.00	RISK MANAGEMENT
3.01	<p>If the current Dog Control PSPO is not extended by 20 October 2020, the enforcement against owners that allow their dogs to foul in public areas would not be able to continue beyond this date.</p> <p>If the Alcohol Control PSPO is not extended, enforcement against those who refuse to comply with a request to stop drinking alcohol in a public place will not be able to continue.</p>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	With Cabinet Member
4.02	With Environment Overview and Scrutiny Committee – July 2020
4.03	Cabinet Meeting – July 2020
4.04	Public and Statutory Consultation – August-September 2020

4.05	Extensive consultation with Chief Officer (Streetscene and Transportation), Chief Officer (Planning, Environment and Economy) and Staff
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5.00	APPENDICES
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5.01	Appendix 1 – Anti Social Behaviour, Crime and Policing Act 2014 and Flintshire County Council implementation process
5.02	Appendix 2 – Summary of Equality Impact Assessment

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Scrutiny Report: http://committeemeetings.flintshire.gov.uk/documents/s60053/Renewal%20of%20Public%20Space%20Protection%20Orders.pdf?LLL=0</p> <p>Cabinet Report: http://committeemeetings.flintshire.gov.uk/documents/s59996/Review%20of%20Public%20Space%20Protection%20Orders.pdf?LLL=0</p> <p>Website Information: https://www.flintshire.gov.uk/en/Resident/Streetscene/New-Measures-for-Dog-Control.aspx</p>
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7.00	CONTACT OFFICER DETAILS
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7.01	<p>Contact Officer: Stephen O Jones Telephone: 01352 704700 Email: stephen.o.jones@flintshire.gov.uk</p> <p>Contact Officer: Andrew Farrow Telephone: 01352 703201 Email: andrew.farrow@flintshire.gov.uk</p>
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8.00	GLOSSARY OF TERMS
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8.01	Public Spaces Protection Orders (PSPOs)
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Appendix 1:

The following is the section in law relating to Local Authorities duties with regard to consultation, publicity and notification before a Public Space Protection Order can be made. Also included is the process FCC officers followed to undertake the consultation.

Anti Social Behaviour, Crime and Policing Act 2014: Part 4 Chapter 2 **Section 72: Convention Rights, consultation, publicity and notification**

- (1) A local authority, in deciding—
 - (a) whether to make a public spaces protection order (under section 59) and if so what it should include,
 - (b) whether to extend the period for which a public spaces protection order has effect (under section 60) and if so for how long,
 - (c) whether to vary a public spaces protection order (under section 61) and if so how, or
 - (d) whether to discharge a public spaces protection order (under section 61), must have particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the Convention.
- (2) In subsection (1) “Convention” has the meaning given by section 21(1) of the Human Rights Act 1998.
- (3) A local authority must carry out the necessary consultation and the necessary publicity, and the necessary notification (if any), before—
 - (a) making a public spaces protection order,
 - (b) extending the period for which a public spaces protection order has effect, or
 - (c) varying or discharging a public spaces protection order.
- (4) In subsection (3)—

“the necessary consultation” means consulting with—

 - (a) the chief officer of police, and the local policing body, for the police area that includes the restricted area;
 - (b) whatever community representatives the local authority thinks it appropriate to consult;
 - (c) the owner or occupier of land within the restricted area;

“the necessary publicity” means –

 - (a) in the case of a proposed order or variation, publishing the text of it;
 - (b) in the case of a proposed extension or discharge, publicising the proposal;

“the necessary notification” means notifying the following authorities of the proposed order, extension, variation or discharge –

- (a) the parish council or community council (if any) for the area that includes the restricted area;
 - (b) in the case of a public spaces protection order made or to be made by a district council in England, the county council (if any) for the area that includes the restricted area.
- (5) The requirement to consult with the owner or occupier of land within the restricted area –
 - (a) does not apply to land that is owned and occupied by the local authority;
 - (b) applies only if, or to the extent that, it is reasonably practicable to consult the owner or occupier of the land.

FCC PSPO Stages

- (2) Dog Control Public Space Protection Order (PSPO) proposals discussed at Environment Overview and Scrutiny committee - 13th July 2020
- (3) PSPO proposals agreed at cabinet subject to formal consultation – 14th July 2020
- (4) Town and Community Councils asked to provide areas within their ownership they would like included within the consultation in line with the proposals of the PSPO. – June 2020
- (5) Consultation live from 3rd August to 4th September 2020. Prior to this date.
 - (i) The consultation on the Dog Control Public Space Protection Order went live on the home page of the FCC website which included a Frequently Asked Question document highlighting the proposals, a copy of the proposed Draft Public Space Protection Order, maps of affected exclusion areas within the County and an online survey to complete.
 - (ii) Details of the consultation were released to the press including the proposals and how members of the public could take part.
 - (iii) Letters informing of the consultation and how to take part sent to each Council Member, Town and Community Council, North Wales Police, The Police and Crime Commissioner, All primary and secondary school head teachers, bowling club secretaries, the Dogs Trust, Kennel Club and RSPCA.

Appendix 2 Summary of Equality Impact Assessment

	Positive impact Y/N	Negative impact Y/N	No impact Y/N	How is the group affected and what is the evidence?	How could you limit the negative impact	How can you promote positive impact
Age (<i>across the whole age spectrum</i>)	No Impact	Y	No Impact	There may be occasions where elderly persons with poor mobility may not be in a position to pick up their dogs faeces	Exemptions to be considered for appropriate groups within the schedules of the final order.	No Impact
Disability	No Impact	Y	No Impact	Wheelchair users may not be in a position to reach the ground pick up their dog faeces. Persons who require the use of assistance dogs may be discriminated against by not being to access certain areas.	Exemptions to be considered within the schedules of the final order.	It is reasonable to appreciate that some disabled people may not be able to pick up the waste and there is a reasonable approach taken for assistance guide dogs.
Gender Reassignment	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Marriage and civil partnership	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Pregnancy and maternity	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 October 2020 TO 28 February 2021**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Environment & Economy Overview & Scrutiny Committee	13/10/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	13/10/20	Planning, Environment and Economy	<p>Regeneration overview (verbal) To familiarise the Members of the Committee with the new additions to the Terms of Reference to include Communities First, Economic Development and Tourism Enterprise, Regeneration Partnerships, Rural Development Plan and Visit Wales (as agreed at Committee on 21st Sept).</p>	Operational	Cabinet Member for Economic Development
Environment & Economy Overview & Scrutiny Committee	13/10/20	Streetscene and Transportation	<p>Renewal of Public Space Protection Orders (PSPOs) To seek a Scrutiny recommendation to Cabinet to approve the renewal of arrangements for dog control and on street alcohol controls (PSPOs) following the recent public consultation process.</p>	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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Environment & Economy Overview & Scrutiny Committee	13/10/20	Streetscene and Transportation	Recovery Strategy Update (Streetscene and Transportation Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment & Economy Overview & Scrutiny Committee	13/10/20	Planning, Environment and Economy	Recovery Strategy (Planning, Environment & Economy Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Economic Development, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	15/10/20	Chief Executive's	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s).	Strategic	Leader of the Council and Cabinet Member for Education

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Corporate Resources Overview & Scrutiny Committee	15/10/20	Finance	Revenue budget monitoring 2020/21 (month 5) To provide members with the latest budget monitoring position for 2020/21 on the Revenue Budget as at Month 5.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/10/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	15/10/20	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	20/10/20	Governance	Public Services Ombudsman for Wales To share the Ombudsman Annual Letter and provide an overview of Flintshire County Council's caseload and performance for 2019-20	Operational	Cabinet Member for Corporate Management and Assets

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Cabinet	20/10/20	Streetscene and Transportation	Renewal of Public Space Protection Orders To seek approval for the renewed Public Space Protection Orders following the public consultation.	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Cabinet	20/10/20	Education and Youth	Ysgol Glanrafon, Mold - Capital Investment Project To seek approval to enter into a contact with Wynne Construction for the construction phase of the project.	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Cabinet	20/10/20	Governance	Business Rates – Write Offs To seek approval to write off of individual bad debts for Business Rates in excess of £25,000.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	20/10/20	Governance	Response to the Recovery Strategy from Overview & Scrutiny To receive the Overview & Scrutiny response to the Recovery Strategy.	Strategic	Cabinet Member for Corporate Management and Assets

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Cabinet	20/10/20	Chief Executive's	<p>Medium Term Financial Strategy and Council Fund Revenue Budget 2021/22 To provide an update on the progress of the Medium Term Financial Strategy and Council Fund Revenue Budget 2021/22.</p>	Strategic	Cabinet Member for Finance
Cabinet	20/10/20	Social Services	<p>Office of the Public Guardian Report To note the outcome from the Assurance Visit by the Office of the Public Guardian regarding the management and delivery of Deputyship services.</p>	Operational	
Cabinet	20/10/20	Chief Executive's	<p>Annual Performance Report 2019/20 To approve the Annual Performance Report 2019/20 prior to endorsement by the County Council and publication.</p>	Operational	Cabinet Member for Corporate Management and Assets

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Cabinet	20/10/20	Housing and Assets	Theatr Clwyd Redevelopment and the Wider Mold Campus To update Members on the Theatre redevelopment and Wider Mold Campus site regeneration	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	20/10/20	Chief Executive's	Theatr Clwyd Transfer Proposal Report To update Cabinet on the progress to date on the programme to transfer Theatr Clwyd and Music Services from council control to a charitable trust model and to propose the timeline and terms of transfer.	Strategic	Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Education
Cabinet	20/10/20	Chief Executive's	Revenue Budget Monitoring 2020/21 (Month 5) This regular monthly report provides the latest revenue budget monitoring position for 2020/21 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.	Operational	Cabinet Member for Finance

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Flintshire County Council	20/10/20	Chief Executive's	Annual Performance Report 2019/20 To adopt the Annual Performance Report 2019/20.		
Flintshire County Council	20/10/20	Chief Executive's	Updated Pay Policy Statement for 2020/21 All local authorities are required to publish their Pay Policy Statement by April annually. The Pay Policy Statement presented within this report is the eighth annual Statement published by Flintshire County Council.		
Flintshire County Council	20/10/20	Governance	Schedule of Remuneration for 2020/21 For Council to approve the schedule of remuneration for elected and co-opted Members for 2020/21 for publication, now all appointments have been made.		
Flintshire County Council	20/10/20	Finance	Financial Procedure Rules To approve the Financial Procedure Rules.		

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Flintshire County Council	20/10/20	Chief Executive's	Treasury Management Annual Report 2019/20 To present to Members the draft Annual Treasury Management Report 2019/20.		
Flintshire County Council	20/10/20	Governance	Review of Member/Officer Protocol To adopt the amended Member/Officer Protocol.		
Social & Health Care Overview & Scrutiny Committee	22/10/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	22/10/20	Social Services	Project Search update To provide an update on the success of last year's interns on Project Search and to provide information on the next year cohort.	Operational	Cabinet Member for Social Services

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Social & Health Care Overview & Scrutiny Committee	22/10/20	Social Services	Children's Transformation Project Update To report progress and future delivery plans, for a Project to secure transformational change across health and social care.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	22/10/20	Social Services	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Social Services
November 2020					
Corporate Resources Overview & Scrutiny Committee	2/11/20	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2021/22 outline To provide an update on the progress of the Medium Term Financial Strategy and Council Fund Revenue Budget 2021/22	Strategic	Cabinet Member for Finance

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Community, Housing & Assets Overview & Scrutiny Committee	4/11/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C H & E) To consider the Forward Work Programme of the Community Housing & Assets Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Corporate Management and Assets
Community, Housing & Assets Overview & Scrutiny Committee	4/11/20	Housing and Assets	<p>Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)</p>	Strategic	Cabinet Member for Housing
Education, Youth & Culture Overview & Scrutiny Committee	5/11/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (EY& C) To consider the Forward Work Programme of the Education Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Corporate Management and Assets

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Education, Youth & Culture Overview & Scrutiny Committee	5/11/20	Education and Youth	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Leader of the Council and Cabinet Member for Education
Environment & Economy Overview & Scrutiny Committee	10/11/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment & Economy Overview & Scrutiny Committee	10/11/20	Planning, Environment and Economy	Recovery Strategy (Planning, Environment & Economy Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Planning and Public Protection

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Environment & Economy Overview & Scrutiny Committee	10/11/20	Streetscene and Transportation	Recovery Strategy Update (Streetscene and Transportation Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Social & Health Care Overview & Scrutiny Committee	11/11/20	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2021/22 outline (S&H OSC) To provide an update on the progress of the Medium Term Financial Strategy and Council Fund Revenue Budget 2021/22	Strategic	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/11/20	Governance	Public Services Ombudsman for Wales Annual Letter 2019-20 and Complaints against Flintshire County Council 2020-21 To share the Ombudsman's Annual Letter 2019-20 and provide an overview of complaints against Council services in the first half of 2020-21.	Operational	Cabinet Member for Corporate Management and Assets

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Corporate Resources Overview & Scrutiny Committee	12/11/20	Chief Executive's	Clwyd Pension Fund Update Presentation of the Annual Report	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/11/20	Overview and Scrutiny	Mid-year Performance Indicators for Recovery, Portfolio and Public Accountability Measures To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	12/11/20	Chief Executive's	North Wales Economic Ambitions Board To consider Governance Agreement 2 and Final Deal Agreement for the North Wales Economic Ambitions Board prior to approval by Cabinet.	Strategic	Leader of the Council and Cabinet Member for Education

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Corporate Resources Overview & Scrutiny Committee	12/11/20	Finance	Revenue Budget Monitoring 2020/21 (Month 6) To provide Members with the latest budget monitoring position for 2020/21 on the Revenue Budget as at Month 6	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/11/20	Chief Executive's	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	12/11/20	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	12/11/20	Overview and Scrutiny	Forward Work Programme (CROSC) To consider the Forward Work Programme of the Corporate Resources O & S Committee	Operational	Cabinet Member for Corporate Management and Assets

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Cabinet	17/11/20	Governance	Council Tax Base for 2021/22 To approve the Council Tax Base for the financial year 2021/22 as part of the process of the revenue budget setting and Council Tax setting process for the new year.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	17/11/20	Governance	Joint Procurement Service Annual Report 2019/20 To receive a performance update report on the Joint Procurement Service with Denbighshire County Council.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	17/11/20	Social Services	Corporate Safeguarding Annual Report 2019/20 To present the Annual Corporate Safeguarding report 2019/20 for approval before publication. The report set out the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities	Strategic	Cabinet Member for Social Services

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Audit Committee	18/11/20	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
December					
Social & Health Care Overview & Scrutiny Committee Page 203	3/12/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	Community Transformation Project Update To report progress and future delivery plans, for a Project to secure transformational change across health and social care.	Operational	Cabinet Member for Social Services

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Social & Health Care Overview & Scrutiny Committee	3/12/20	Overview and Scrutiny	<p>Mid-year Performance Indicators for Recovery, Portfolio and Public Accountability Measures To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	<p>Comments, Compliments & Complaints To report to members the number of complaints received by Social Services during the period 2019/20 including their broad themes and outcomes and any lessons learned.</p>	Operational	Cabinet Member for Social Services

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Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	<p>Safeguarding Adults and Children’s Annual Report to include the “New Safeguarding Procedures” To provide Members with statistical information in relation to Safeguarding - Adults and Children. To provide an overview of the new Safeguarding Procedures and information on the launch and use of the new procedures within the Council.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	<p>Supporting the Social Worker Workforce To provide an overview of the work being undertaken to support newly qualified social workers who’s programme of study was disrupted by COVID-19 and to provide detail of the programme of learning and development created to support social workers from their first year in practice through to experienced practitioner.</p>	Operational	Cabinet Member for Social Services

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Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	Young Carers – NEWCIS Contract To scrutinise performance and outcomes being delivered for Young Carers through a new contract and service model with NEWCIS	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/12/20	Social Services	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Social Services
Environment & Economy Overview & Scrutiny Committee	8/12/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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Environment & Economy Overview & Scrutiny Committee	8/12/20	Planning, Environment and Economy	Recovery Strategy (Planning, Environment & Economy Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Planning and Public Protection
Environment & Economy Overview & Scrutiny Committee	8/12/20	Streetscene and Transportation	Recovery Strategy Update (Streetscene and Transportation Portfolio) To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Flintshire County Council	8/12/20	Overview and Scrutiny	Overview & Scrutiny Annual report 2019/20 To consider and approve the Overview		
Corporate Resources Overview & Scrutiny Committee	10/12/20	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings	Operational	Cabinet Member for Corporate Management and Assets

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Corporate Resources Overview & Scrutiny Committee	10/12/20	Chief Executive's	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	10/12/20	Overview and Scrutiny	Forward Work Programme (CROSC) To consider the Forward Work Programme of the Corporate Resources O & S Committee	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	10/12/20	Chief Executive's	Council Plan 2020/21 (CR) To consider the proposed Council Plan for 2020/21 with specific focus on the Committee's respective portfolio(s).	Strategic	Leader of the Council and Cabinet Member for Education
Corporate Resources Overview & Scrutiny Committee	10/12/20	People and Resources	Employment & Workforce update to include Absence trends and analysis for Quarters 1 & 2 This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Management and Assets

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Corporate Resources Overview & Scrutiny Committee	10/12/20	Finance	Revenue Budget Monitoring 2020/21 (Month 7) To provide Members with the latest budget monitoring position for 2020/21 on the Revenue Budget as at Month 7	Operational	Cabinet Member for Finance
Community, Housing & Assets Overview & Scrutiny Committee	16/12/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (C H & E) To consider the Forward Work Programme of the Community Housing & Assets Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Community, Housing & Assets Overview & Scrutiny Committee	16/12/20	Housing and Assets	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Cabinet Member for Housing

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Education, Youth & Culture Overview & Scrutiny Committee	17/12/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (EY& C) To consider the Forward Work Programme of the Education Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Education, Youth & Culture Overview & Scrutiny Committee	17/12/20	Education and Youth	Recovery Strategy Update To provide oversight on the recovery planning for the Committee's respective portfolio(s)	Strategic	Leader of the Council and Cabinet Member for Education
January					
Cabinet	19/01/21	Social Services	Holywell Extra care Scheme – Plas y Wren To provide cabinet with an update on the opening of Flintshire 4th Extra care scheme.	Operational	Cabinet Member for Social Services

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Cabinet	19/01/21	Social Services	Holway and Flint Town Centre Community Resilience Project To provide Cabinet with assurance and update on the project being undertaken to support the Flintshire communities who are part of the Community Resilience Project.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee Page 211	21/01/21	Chief Executive's	Council Plan 2020/21 (S&H) To consider the proposed Council Plan for 2020/21 with specific focus on the Committee's respective portfolio(s).	Strategic	Leader of the Council and Cabinet Member for Education
February					
March					

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