

Public Document Pack

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Prif Swyddog (Llywodraethu)



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To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Sean Bibby, Geoff Collett, Mared Eastwood,
Patrick Heesom, Richard Jones, Richard Lloyd, Kevin Rush, Paul Shotton,
Andy Williams and Arnold Woolley

7 January 2022

Dear Sir/Madam

NOTICE OF REMOTE MEETING
CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 13TH JANUARY, 2022 at 10.00 AM

Yours faithfully

Gareth Owens
Chief Officer (Governance)

Please note: This will be a remote meeting and 'attendance' will be restricted to Committee Members and those Members of Council who have asked the Head of Democratic Services for an invitation. Such attendees may only speak at the Chair's discretion.

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire-public-i.tv/core/portal/home>

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

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

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

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 10)

Purpose: To confirm as a correct record the minutes of the meeting on 9 December 2021.

4 **ACTION TRACKING** (Pages 11 - 14)

Report of Environment and Social Care Overview & Scrutiny Facilitator -

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

5 **FORWARD WORK PROGRAMME** (Pages 15 - 20)

Report of Environment and Social Care Overview & Scrutiny Facilitator -

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

6 **NORTH WALES COUNCILS - REGIONAL EMERGENCY PLANNING SERVICE (NWC-REPS) - ANNUAL REPORT 2020/21** (Pages 21 - 32)

Report of Chief Executive - Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

Purpose: To receive the North Wales Councils Regional Emergency Planning Service (NWCREPS) Annual Report for 2020/21.

7 **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2022/23** (Pages 33 - 42)

Report of Corporate Finance Manager, Chief Executive - Cabinet Member for Finance, Social Value and Procurement

Purpose: To update on the budget estimate for 2022/23 and the implications of the Welsh Local Government Provisional Settlement which was received on 21 December.

8 **COUNCIL PLAN 2022/23** (Pages 43 - 60)

Report of Chief Executive - Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

Purpose: To consult on Part 1 of the Council Plan 2022/23.

9 **PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2022-2025**
(Pages 61 - 66)

Report of Corporate Manager, People and Organisational Development - Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

Purpose: To share the strategic priorities for a new People and Organisational Development Strategy 2022-2025.

10 **REVENUE BUDGET MONITORING 2021/22 (MONTH 8)** (Pages 67 - 88)

Report of Corporate Finance Manager - Cabinet Member for Finance, Social Value and Procurement

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

Procedural Note on the conduct of meetings

The Chair will open the meeting and introduce themselves.

The meeting will be attended by a number of Councillors. Officers will also be in attendance to present reports, with Democratic Services officers acting as hosts of the meeting.

All attendees are asked to ensure their mobile phones are switched off and that any background noise is kept to a minimum.

All microphones are to be kept muted during the meeting and should only be unmuted when invited to speak by the Chair. When invitees have finished speaking they should go back on mute.

To indicate to speak, Councillors will use the chat facility or use the electronic raise hand function. The chat function may also be used for questions, relevant comments and officer advice and updates.

The Chair will call the speakers, with elected Members addressed as 'Councillor' and officers addressed by their job title e.g. Chief Executive' or name. From time to time, the officer advising the Chair will explain procedural points or suggest alternative wording for proposals, to assist the Committee.

If and when a vote is taken, the Chair will explain that only those who oppose the proposal(s), or who wish to abstain will need to indicate, using the chat function. The officer advising the Chair will indicate whether the proposals are carried.

If a more formal vote is needed, this will be by roll call – where each Councillor will be asked in turn (alphabetically) how s/he wishes to vote

At County Council and Planning Committee meetings speaker's times are limited. A bell will be sounded to alert that the speaker has one minute remaining

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **9 DECEMBER 2021**

Minutes of the meeting of Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held remotely on Thursday, 9 December 2021

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Haydn Bateman, Sean Bibby, Geoff Collett (Vice-Chair in the Chair for minute numbers 54-56), Mared Eastwood, Patrick Heesom, Kevin Rush, Paul Shotton, Andy Williams and Arnold Woolley

SUBSTITUTE: Councillors: Martin White (for Richard Lloyd)

CONTRIBUTORS: Councillor Ian Roberts - Leader and Cabinet Member for Education, Councillor Billy Mullin - Deputy Leader (Governance) and Cabinet Member for Corporate Management and Assets, Councillor Christine Jones - Deputy Leader (Partnerships) and Cabinet Member for Social Services, Councillor Paul Johnson - Cabinet Member for Finance, Social Value & Procurement, Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Principal Accountant (Corporate Finance)

For minute number 58

Chief Officer (Social Services), Senior Manager (Safeguarding and Commissioning) and Principal Accountant (Social Services)

IN ATTENDANCE: Head of Democratic Services and Democratic Services Officer

54. DECLARATIONS OF INTEREST

None.

55. MINUTES

The minutes of the meeting held on 11 November 2021 were approved, as moved and seconded by Councillors Paul Shotton and Sean Bibby.

RESOLVED:

That the minutes be approved as a correct record.

56. ACTION TRACKING

The Head of Democratic Services presented the update report on progress with actions arising from previous meetings. As an action from the November meeting, it was confirmed that a letter to the Health Board was being drafted.

The Chairman took the opportunity to pay tribute to the Head of Democratic Services prior to his retirement from the Council.

The recommendation was moved and seconded by Councillors Paul Shotton and Mared Eastwood.

RESOLVED:

That the Committee notes the progress which has been made.

57. FORWARD WORK PROGRAMME

In presenting the updated forward work programme for consideration, the Head of Democratic Services advised that an update on the People Strategy would be added to the January agenda.

Councillor Patrick Heesom asked whether the report on the Regional Emergency Planning Service, scheduled for January, could be shared with Members as soon as it was available.

The recommendations were moved and seconded by Councillors Patrick Heesom and Haydn Bateman.

RESOLVED:

- (a) That the Forward Work Programme be approved, as varied at the meeting; and
- (b) That the Overview & Scrutiny Facilitators, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

58. JOINT FUNDED CARE PACKAGES

The Chief Officer (Social Services) presented a report on the Council's financial position regarding joint funded care packages including the level of contributions received and income budget targets over the past three years.

The statutory framework developed by the Welsh Government set out arrangements for Health Boards to deliver NHS Continuing Health Care (CHC) within Wales, in partnership with Local Authorities and other organisations. Working relationships with Health Board colleagues had been developed over the years to agree the most appropriate care for individuals. It was noted that Flintshire and Wrexham had the highest number of CHC packages in North Wales. There were a number of challenges arising from the CHC process including adapting to meet the changing needs of individuals within communities. The report highlighted the additional CHC resources within the Health Board in comparison with the Council where a dedicated CHC Co-ordinator post had been created to support the claims process. Information was also shared on arrangements for monitoring and escalating outstanding debt levels.

The Principal Accountant (Social Services) provided an overview of the financial processes in place for care packages aligned to budget monitoring arrangements and regular review of debt levels, as detailed in the report.

The Chairman thanked the officers for their attendance.

The recommendations were moved and seconded by Councillors Geoff Collett and Andy Williams.

RESOLVED:

- (a) That the Committee is assured of the robust and proactive budget management approach which the Council takes on joint funded care packages; and
- (b) That the Committee notes the amount of annual contributions from Continuing Health Care (CHC) contributions from Health Boards.

59. MEDIUM TERM FINANCIAL STRATEGY AND ANNUAL BUDGET 2022/23

The Chief Executive introduced a report on the latest position for the Council Fund Revenue Budget 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and formal budget setting process.

The Corporate Finance Manager reminded the Committee of the position reported in July prior to Overview & Scrutiny Committees supporting cost pressures within their respective portfolios. An updated additional budget requirement reported to Cabinet in October was mainly due to the increase in Employer National Insurance contributions from April 2022. The current position - which took into account pay and inflationary assumptions, the draft budget increase from North Wales Fire & Rescue Service and other adjustments - had further increased the additional budget requirement to £20.696m. The report detailed changes since the previous estimate including the impact of inflationary increases on pay and school utility budgets, together with social care commissioning. Ongoing risks such as Out of County Placements would need to be carefully monitored, along with impact of the Hardship Fund ceasing in March 2022. Although a revised efficiency target of £1.250m had been identified, the funding solutions to reach a legal and balanced budget were mainly reliant on an annual uplift in Revenue Support Grant.

A report by the Welsh Local Government Association detailing the impact of cost pressures across Wales also reflected the local position when taking account of the efficiencies identified and an annual uplift in Council Tax similar to recent years. A collective letter to Welsh Government from all six North Wales Councils in advance of the Provisional Settlement was also shared.

Councillor Paul Shotton raised concerns about the cost pressures which demonstrated the need for a favourable outcome on the Provisional Settlement.

On changes since the previous budget estimate, Councillor Paul Johnson said there were a number of areas on which the Council had little or no control.

The recommendation was moved and seconded by Councillors Paul Shotton and Haydn Bateman.

RESOLVED:

That having considered the Medium Term Financial Strategy and Budget 2022/23 report, the Committee confirms that there are no specific matters to be raised at Cabinet.

60. COUNCIL PLAN 2021-22 MID-YEAR PERFORMANCE MONITORING

The Chief Executive introduced the mid-year monitoring report to review progress against corporate priorities set out in the Council's Reporting Measures 2020/21 under the remit of the Committee. This exception-based report focussed on areas of under-performance against in-year targets. As the Committee with overall responsibility for performance, a complete outturn report for all portfolios was also shared.

Overall this was a positive report with 97% good or satisfactory progress recorded against activities and a high/medium level of confidence in the achievement of 95% of outcomes.

The Chief Officer (Governance) provided information on changes in performance levels relating to accessing information digitally and retention of digital skills, which reflected different levels of demand throughout the pandemic.

Councillor Paul Shotton thanked the Flintshire Connects teams for the support given to residents as part of the Digital Poverty theme. He commended the success of Summer play schemes across Flintshire and asked about funding for the continuation of the Covid Support Hub in Shotton.

The Chief Executive advised that he would liaise with the Benefits Manager to seek a response on the latter and a response to Councillor Haydn Bateman's question on clarification around food parcel assistance for a constituent who was about to be discharged from hospital into sheltered accommodation.

The recommendations, which were amended to reflect the debate, were moved and seconded by Councillors Andy Williams and Haydn Bateman.

RESOLVED:

- (a) That the Committee welcomes the progress shown in the Mid-Year Performance Monitoring Report; and
- (b) That the Committee is assured by explanations given for underperformance, which in the main are explained by the interruption of the pandemic.

61. REVENUE BUDGET MONITORING 2021/22 (MONTH 7)

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

On the Council Fund, the projected year-end position - without new actions to reduce cost pressures and improve the yield on efficiencies - was an operating surplus of £0.655m (excluding the impact of the pay award to be met from reserves) which reflected a favourable movement of £0.428m from month 6. This would leave a year-end contingency reserve balance of £6.543m. The main areas of movement were set out in the report including Housing & Assets where there was a recommendation for Cabinet to approve a presentational budget virement for centralised utility costs to Central & Corporate Finance. The report also included an update on the current position with the pay award, emergency funding claims and unearmarked reserves.

On the HRA, a projected overspend of £0.539m would leave a closing un-earmarked balance of £3.933m, which was well above the recommended guidelines on spend.

In response to concerns raised by Councillor Patrick Heesom on void properties, the Chief Executive spoke about the contributing factors and economic impacts on voids and reported that increasing the number of contractors to turnaround properties was helping to improve overall performance.

In highlighting the work undertaken on budget monitoring and Council Tax collection rates, Councillor Paul Johnson thanked the Corporate Finance Manager, Revenues Manager and their respective teams.

The recommendation was moved and seconded by Councillors Patrick Heesom and Haydn Bateman.

RESOLVED:

That having considered the Revenue Budget Monitoring 2021/22 (Month 7) report, the Committee confirms that there are no specific matters to be raised with Cabinet.

62. MEMBERS OF THE PRESS IN ATTENDANCE

There were no members of the press in attendance.

(The meeting started at 10am and ended at 11am)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 January 2022
Report Subject	Action Tracking
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

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

RECOMMENDATIONS

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

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

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

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

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix A – CRO&SC Action Points

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Minutes of previous meetings of the committee as identified in the report.</p> <p>Contact Officer: Margaret Parry-Jones Telephone: 01352 702427 E-mail: Margaret.parry-jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

Action Tracking Appendix for January CRO&SC

Meeting	Agenda item	Action Required	Action taken and timescale
11 th November 2021 & 9 th December 2021	5. Action tracking	<p>A letter be sent to the Chief Executive of BCUHB, to be signed by the Chairs of Corporate Resources and Social & HealthCare O&SCs,</p> <p>(1) expressing appreciation of the response made at S&HC O&SC;</p> <p>(2) seeking information about the appeals process for disputed funded cases and</p> <p>(3) Concerns at the current debt level.</p>	<p>Following consultation with the Chief Officer (Social Services) the Finance Manager and Principal Accountant (Social Services) are drafting this.</p> <p>Letter prepared by Jane Davies, agreed by the Chairs of Corporate Resources and Social & Health Care OSCs and sent to the Chief Executive of BCUHB.</p> <p>Action complete.</p>
9 TH December 2021	Council Plan 2021-22 Mid – year Performance Reporting	<p>The Chief Executive undertook to provide additional information to Cllr Shotton on continued funding for the Covid Support Hub following the 6-month pilot.</p> <p>The Chief Executive indicated that he would pursue the issue of discharge assistance to a sheltered housing resident who would shortly be leaving hospital with Jen Griffiths He could then provide assurance to Cllr H Bateman.</p>	<p>Action completed by Jen Griffiths</p> <p>Actioned completed by Jen Griffiths</p>

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 January 2022
Report Subject	Forward Work Programme
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?6. Is the issue of public or Member concern?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Margaret Parry-Jones Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702427</p> <p>E-mail: margaret.parry-jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement 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 Improvement Objectives and publish an Improvement Plan.

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2021- 2022

DATE OF MEETING	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM	SUBMISSION DEADLINE	
Page 19	Thursday 10 th February 10.00	Revenue Budget monitoring (Month 9) Capital Programme Monitoring (Third quarter)	Monitoring	Dave Ledsham	
		Asset Strategy Review	Update	Lisa McLellan	
		Public Service Ombudsman for Wales Annual Report for 202/21	To share the Public Services Ombudsman for Wales Annual Letter 2020-21 and Complaints made against Flintshire County Council Services in the first half of 2021-22 (April-September 2021)	Rebecca Jones	
		Complaints	Monitoring	Rebecca Jones	
		Social Value	To consider the risks, challenges and opportunities for the Council's Social Value Programme and to agree actions and next steps.	Olivia Hughes and Kelly Oldham-Jones	
		Legacy items for after the elections	Opportunity for the committee to consider items to commend to its post-election successor.		

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2021- 2022

Thursday 10th March 10.00 am (to be confirmed)	Special Meeting to consider the Flintshire Well-being Assessment	Consultation	Kelly Oldham-Jones	
Thurs 9th June 10.00 am				
Thurs 7th July 10.00 am				

To be added to the FWP as an annual item: Work of the Coroner.



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 th January 2022
Report Subject	North Wales Councils Regional Emergency Planning Service (NWCREPS) - Annual Report 2020/21
Cabinet Member	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council has duties for emergency planning and response under the Civil Contingencies Act 2004, the Control of Major Accident Hazards Regulations 2015 and the Pipeline Safety Regulations 1996.

The Council is a principal responder and meets its obligations by collaborating with the other North Wales local authorities through North Wales Councils Regional Emergency Planning Service (NWC-REPS), for which Flintshire is the host authority.

North Wales is the first region in Wales to form a fully integrated service to support all councils to fulfil their duties.

Within Flintshire, responsibilities for emergency planning and response are shared across portfolios and named lead officers within the Emergency Management Response Team structure.

This report covers both the regional arrangements for emergency planning and response, and those within Flintshire itself.

An Emergency Planning Service Update was last provided to the Committee in April 2017.

RECOMMENDATIONS

1	The Committee receives and is assured by the update.
2	The Committee receives future reports on the preparedness of the Council to plan for emergencies and specific follow-up reports to any major local or regional emergency events to which the Council has had to respond.

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND AND REGIONAL SERVICE UPDATE
1.01	<p>Since 2014, North Wales has had an integrated regional emergency planning service, led by Flintshire and supported by a Management Board of all six councils. This is underpinned by a Service Level Agreement and an Inter-Authority Agreement. The service is known as the North Wales Councils Regional Emergency Planning Service (NWC-REPS).</p>
1.02	<p>Whilst much progress has been made, work is underway to further consolidate how the activities provided by the service are undertaken, particularly by strengthening performance management and training delivery. This will enable the service to more effectively prioritise areas of work and resource allocation but also ensure that councils benefit fully from the range of expertise held within the service.</p>
1.03	<p>REGIONAL ACTIVITY SINCE LAST UPDATE</p> <p>NWC-REPS provides the primary link between the Council and North Wales Local Resilience Forum (LRF), with contributions from service staff being fundamental to multi-agency groups, events, processes and plans. Review and renewal of North Wales 4 x 4 Service Agreement. This is a formal agreement between the six authorities and the 4 x 4 Wales Service and describes the mechanisms to be followed should any authority need the support in delivering services. 4x4 Wales were pivotal in the evacuation of Bangor on Dee in the recent flooding.</p> <p>As the pandemic has restricted classroom based training, NWC-REPS have diversified in order to ensure staff continue to be competent in their emergency planning and incident response roles. NWC-REPS have designed and implemented a range of e-learning modules including, Strategic Management, Tactical Management and Rest Centre staff Training.</p> <p>NWC-REPS continues to provide out of hours support to the local authority and blue light services in response to queries and incidents 24 hours a day, 365 days a year. In order to test responses within local authorities NWC-REPS carry out Exercise Cooper on a quarterly basis to test both the contact details we hold and the out of hours availability of key staff.</p> <p>ACTIVITY WITHIN THE COUNCIL SINCE LAST UPDATE</p> <p>The Emergency Management Response Team (EMRT) structure within Flintshire facilitate activity in a number of specialist teams, each led at Chief Officer level. These teams cover Operations; Recovery; Humanitarian Response; Information; and Business Continuity Management.</p>

	<p>The EMRT provides a robust mechanism for delivery of planning and response functions. Teams meet regularly to review arrangements in place and identify future activities. Oversight is provided via the Chief Officers Team. This structure is considered to be 'Good Practice' by the Regional Emergency Planning Manager.</p> <p>A Regional Emergency Rest Centre Plan has been developed and embedded within the Council. Training of Rest Centre staff is being further supported by the addition of e-learning. This also supports mutual aid requests from other local authorities as the plan is now generic to all 6 North Wales Councils.</p> <p>Business Continuity Plans – At the beginning of the Pandemic Business Continuity Plans were implemented in order for the Council to identify the critical services and work to ensure these were maintained. At the mid-point NWC-REPS circulated a questionnaire in order to gain insight into the usage of the plans during the pandemic and also identify any improvements. Having Business Continuity plans in place is a statutory requirement of the Civil Contingencies Act 2004. A review of the plan template is underway and a task and finish group has been established to take this work forward.</p> <p>The statutory set of exercises were delivered in August and September 2020, to validate Flintshire County Council's external emergency plan for the Deeside based agricultural chemical manufacturer, FMC Ltd. NWC-REPS coordinated the multi-agency work required in order to maintain and test the off-site emergency plan on behalf of the authority, for it to remain compliant under the COMAH 2015 legislation.</p> <p>The statutory set of exercises to validate Flintshire County Council's external emergency plan for the Mold based chemical manufacturer, Synthite Ltd began in November 2020; NWC-REPS coordinated the multi-agency work required in order to maintain and test the off-site emergency plan on behalf of the authority, for it to remain compliant under the COMAH 2015 legislation. Exercise Aether was delivered virtually over three dates between March and May 2021.</p> <p>NWC-REPS have also worked closely with Great Bear following their change in regulation to become an Upper Tier COMAH site due to the increased demand for bleach products during the pandemic. An off-site plan has been completed and this will be followed by a full multi-agency exercise this year.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p>The regional service continues to provide a cost effective and resilient model. From 2014 -2020, annual reductions in the Flintshire financial contributions to the service of 2% have been achieved as a result of smaller budget levels and amendments to the service structure. Further restructuring options have been agreed and implemented in order to streamline the service and deliver saving for the local authorities.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The purpose of the service is to reduce the risks that emergencies may pose to the area through preparation. The service also supports Business Continuity Management for Council services.
4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required.
5.00	APPENDICES
5.01	North Wales Councils Regional Emergency Planning Service (NWCREPS) - Annual Report 2020/21
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None
7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Helen Kilgannon Regional Manager Telephone: 01352 702125 E-mail: Helen.kilgannon@nwc-reps.org.uk
8.00	GLOSSARY OF TERMS
	<p>Emergency Management Response Team: comprises of individual teams working on the basis of integrating Emergency management activities to daily business in order to encourage a cohesive approach in the emergency response to any major emergency.</p> <p>Business Continuity Management (BCM): is a planned process aimed at managing the many varied operational risks inherent in the day to day activities involved in the delivery of service.</p> <p>Local Resilience Forum: Process for bringing together all the category 1 and 2 responders within a police force area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act 2004.</p>



Annual Report 2020/21

North Wales Councils Regional Emergency Planning Service

enquiries@nwc-reps.org.uk
01352 702124



North Wales Councils Regional Emergency Planning Service (NWC-REPS).

Isle of Anglesey County Council, Gwynedd Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council and Wrexham County Borough Council work together in a partnering relationship through the establishment in 2014 of a Regional Emergency Planning Service for North Wales. This Service undertakes the functions of the Councils in respect of civil contingencies and is accountable to an Executive Board that comprises senior representatives of those Councils. NWC-REPS provides a service to ensure the Local Authorities are compliant with the following legislation: -

- [Civil Contingencies Act, 2004](#)
- [Control of Major Accident Hazards Regulations, 2015](#)
- [Pipeline Safety Regulations, 1996](#)
- [Radiation \(Emergency Preparedness and Public Information\) Regulations, 2019](#)

This is the annual North Wales Councils - Regional Emergency Planning Service report for the year 2020-2021. It covers the work carried out by NWC-REPS across the six local authorities in the region, as well as multi-agency activities undertaken to support North Wales Local Resilience Forum.

The Service works to:

- Reduce duplication and repetition of tasks
- Improve the harmonisation of the work and resilience of teams
- Improve deployment of available resources by sharing specialist support and common tasks
- Improve consistency of response between authorities
- Improve communication channels between the North Wales Resilience Forum and local authorities



INCIDENT MANAGEMENT

NWC-REPS provides a 24/7 year-round Duty Officer to act as the initial point of contact for emergency response.

In 2020/21, NWC-REPS assisted in this role in the following ways: -

- Receiving and assessing 152 Flood Alerts and 9 Flood Warnings.
- Receiving, and assessing 28 Weather Warnings - issued by the MET Office
- Receiving and responding to a number of incident reports that included: -
 - Ardagh Group Chemical Incident April 2020
 - Hafod Landfill Fire May 2020
 - Motorbike Gathering May 2020
 - Storm Francis August 2020
 - Storm Christoph January 2021
 - Flood warning river Cefni, Llangefni February 2021

Of these incidents, 2 required the opening of an Emergency Rest Centres by the relevant Council, with NWC-REPS support. We responded to other incidents but utilised hotels in favour of rest centres due to Covid restrictions and public safety. Over the course of the year, NWC-REPS represented and support local authorities at Multi-Agency Tactical Coordination Groups at a number of the incidents above.



INCIDENT MANAGEMENT

From April 2020 and currently ongoing saw activities around the multi-agency response to the COVID-19 pandemic. This required active redeployment of the team onto a range of work streams that included :-

- Supporting Councils own internal emergency response arrangements
- Advising Councils on Business/Service Continuity matters
- Supporting partners with solutions to their business continuity needs
- Participating on the multi-agency Strategic Coordination Group and Tactical Coordination Group work streams
- Coordinating the local distribution of data between Welsh Government and Councils in relation to the Shielding scheme
- IWC-REPS staff continue to provide project support to COVID-19 Prevention & Surveillance groups as part of the authorities local statutory infectious disease compliance work streams;
- Chairing the North Wales Excess Deaths Group and
 1. Leading on proving a specific Covid-19 excess Deaths Response Plan
 2. Chairing a Funeral Directors Liaison sub group.
 3. Providing weekly information on body storage capacities
 4. Liaising with Welsh Government all Wales excess death response team.
 5. Briefing the Strategic Coordination Group on the stand down of regional body storage resources



WORKING TOGETHER

In the early stages of the COVID-19 pandemic, Multi Agency meetings were taking place on a daily basis. One mutual aid request came to NWC-REPS from Betsi Cadwaladr University Health Board (BCUHB). While many Health services across the Country had stopped, midwifery services had to be maintained with routine appointments, pre and post-natal check-ups.

As COVID-19 cases were rising across North Wales, and patients were being admitted to local community hospitals, BCUHB could no longer ask their pre and post-natal clients to attend COVID-19 premises. Working collaboratively and effectively NWC-REPS facilitated the ground work to identify alternative, suitable buildings in collaboration with Betsi Cadwaladr University Health Board (BCUHB) and Local Authorities. Leisure Centres, Schools and Community halls across North Wales were transformed to clinical settings to enable midwives to maintain their services and ensure that their clients continued to receive the care and attention they required during the pandemic.

Page 29

Mass Vaccination Centres and Local Vaccination Centres

Multi agency working continued when SCG representatives agreed the location of three large Mass Vaccination Centres sites in North Wales. This would give access to members of the public to be vaccinated against COVID-19.

NWC-REPS continued to work in close partnership with BCUHB and the Local Authorities to identify smaller 'Local' Vaccination Centres. These centres are located within communities to accommodate the local community and assist in the delivery of the vaccine to greater numbers of people. Numerous site visits took place across North Wales, to assess the suitability and accessibility of Community halls, Leisure Centres and Theatres. In total, NWC-REPS helped to identify 21 Local Vaccination Centres across the region and responded effectively to all the challenges and requests made by BCUHB.



“Good exercise well done”

“Realistic. Some exercises are ‘over done’ this was more likely to be what would occur in reality.”

LEARNING & DEVELOPMENT

2020/21 Learning & Development was reduced due to Local Authority staff prioritising response to COVID-19. Due to this NWC-REPS facilitated training and exercising for specific needs. Please see details of Exercise we have undertaken during this time detailed below. As a team we have also been working on moving to an online platform to be able to deliver training via ELearning until face to face training can resume safely. An Emergency Planning Officer has been an integral part of JESIP training to provide information on Local Authorities perspective when dealing with incidents.

COMAH Exercise Barrage (for FMC Agro Ltd, Deeside)

A statutory set of exercises was delivered in August and September 2020, to validate Flintshire County Council's external emergency plan for the Deeside based agricultural chemical manufacturer; NWC-REPS coordinate the multi-agency work required in order to maintain and test the off-site emergency plan on behalf of the authority, for it to remain compliant under the COMAH 2015 legislation. Exercise Barrage was delivered virtually, culminating on 4th September 2020 in a multi-agency site familiarisation/accident scenario desktop exercise. The exercise was completed within statutory timescales and therefore fulfilled the authority's legislative compliance requirements.

COMAH Exercise Aether (for Synthite Ltd, Mold)

Planning for the statutory set of exercises to validate Flintshire County Council's external emergency plan for the Mold based chemical manufacturer began in November 2020; NWC-REPS coordinate the multi-agency work required in order to maintain and test the off-site emergency plan on behalf of the authority, for it to remain compliant under the COMAH 2015 legislation. Exercise Aether will be delivered virtually over three dates between March and May 2021.



COMAH External Emergency Plan development and testing (for Great Bear Distribution Ltd, Deeside)

In response to the demand placed on the UK's chemical industry by the COVID-19 pandemic, there has been an increased national supply chain demand for consumer grade bleach. This demand resulted in the Great Bear Distribution warehouse site in Deeside, moving to Upper Tier COMAH status, in order to store increased stocks of the product.

The service delivered a virtual site familiarisation session and virtual major accident declaration briefing session over two dates in Q4 2020 for key site health and safety personnel, to initiate the emergency planning and exercising work. The service expects to conclude the development of the external emergency plan for the site and validate it via two virtual emergency exercises with multi-agency partners during the next financial year, in order to ensure the authority is compliant with the COMAH legislation.

Denbighshire County Council Operations Team Exercise

On the 13th January 2021, NWC-REPS conducted an operations team exercise looking at the impact of COVID-19 during a severe weather event. The exercise tested the team on how they would ensure they had an adequate amount of staff to assist in the severe weather whilst also maintaining social distancing.



Exercise Cooper

Throughout the year, NWC-REPS have ensured that a critical component of the Councils ability to respond - the Emergency Contacts Directory - is maintained and up to date. One of the ways that this has been done is a test of the content by calling the numbers within the Directories. The test took place out of hours. In doing the test, an assessment of the ability to produce an effective response is also gained, with results of these tests regularly reported back to the Councils. Exercise Cooper test was undertaken in October 2020. 41 contacts within the directories were checked in these tests and the programme of Exercise Cooper tests will continue into 2021/22. This will be undertaken on a quarterly basis including our External Directory. Time and dates and numbers are randomly chosen from sections within Emergency Contact Directories.

Development activities in planning

- Best Centre Plan- a multi-agency plan to meet the needs of the 6 North Wales Local Authorities is currently being finalised
- Leading on compiling a North Wales Excess Deaths Response Plan on the North Wales Excess Deaths Group
- Finalising the Local Authority corporate emergency response guidelines/plans/ policy

Forward Look

Mutual Aid between LA's bordering with North Wales local authorities.
COMAH exercise for Great Bear Distribution Ltd
Publishing ELearning Modules.
Business/Service Continuity review.
Major Emergency Plan review.
Learning from COVID-19.
Learning and Development Programme





CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 th January, 2022
Report Subject	Medium Term Financial Strategy and Budget 2022/23
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with an update of the key headlines and financial impacts of the Welsh Local Government Provisional Settlement in advance of the final stage of the formal budget setting process in February.

RECOMMENDATIONS

1	That the committee considers and comments on the Medium Term Financial Strategy and Budget 2022/23 report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET POSITION 2022/23
1.01	The Medium Term Financial Strategy and Budget 2022/23 report will be presented to Cabinet on Tuesday 18 th January 2022. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2022/23 report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2022/23 report.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2022/23 report.

5.00	APPENDICES
5.01	Appendix A; Medium Term Financial Strategy and Budget 2022/23 report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Medium Term Financial Strategy and Budget 2022/23 Report July 2021. Scrutiny Reports September/October 2021.

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	As set out in Appendix A.

CABINET

Date of Meeting	Tuesday 18 th January, 2022
Report Subject	Medium Term Financial Strategy and Budget 2022/23 – Welsh Local Government Provisional Settlement
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

Cabinet received an update of an additional budget requirement of £20.696m for the 2022/23 financial year at its meeting on 14 December. The update was in advance of receipt of the Welsh Local Government Provisional Settlement which was received on 21 December.

This report updates on the key headlines and financial impacts of the Welsh Local Government Provisional Settlement in advance of the final stage of the formal budget setting process in February.

The 2022/23 Provisional Settlement will contribute £19.559m towards the previously reported additional budget requirement of £20.696m.

However, the additional budget requirement will need to increase significantly to take account of the need to meet the impacts of all of the issues identified in the report including Pay Awards / Real Living Wage and the continuation of additional costs and lost income arising from the pandemic following the cessation of the Welsh Government Hardship Fund at the end of March 2022.

A legal and balanced budget for 2022/23 will need to be recommended by Cabinet to Council once all of the work on the above issues has been concluded.

RECOMMENDATIONS

- | | |
|---|--|
| 1 | That Cabinet notes the financial implications of the Welsh Local Government Provisional Settlement and the remaining work which needs to be completed prior to agreeing a set of recommendations for Council to set a legal and balanced budget in February. |
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL FUND REVENUE BUDGET 2022/23																						
1.01	<p>Cabinet received an update of an additional budget requirement of £20.696m for the 2022/23 financial year at its meeting on 14 December. The update was in advance of receipt of the Welsh Local Government Provisional Settlement which was received on 21 December – Table 1 below shows the updated additional budget requirement presented at the meeting.</p> <p>Table 1 – Additional Budget Requirement</p> <table border="1"><thead><tr><th rowspan="3">Summary of Pressures</th><th>2022/23</th></tr><tr><th>L</th></tr><tr><th>£m</th></tr></thead><tbody><tr><td>Prior Year Decisions / Approvals</td><td>0.806</td></tr><tr><td>Income Loss</td><td>0.200</td></tr><tr><td>Legislative / Unavoidable Indexation</td><td>1.821</td></tr><tr><td>National Resolution</td><td>3.307</td></tr><tr><td>National Funding Requirement (Pay)</td><td>7.756</td></tr><tr><td>Strategic Decisions</td><td>5.699</td></tr><tr><td>New Posts - Capacity</td><td>0.864</td></tr><tr><td>New Posts - Other (Under Review)</td><td>0.243</td></tr><tr><td>Total Pressures</td><td>20.696</td></tr></tbody></table>	Summary of Pressures	2022/23	L	£m	Prior Year Decisions / Approvals	0.806	Income Loss	0.200	Legislative / Unavoidable Indexation	1.821	National Resolution	3.307	National Funding Requirement (Pay)	7.756	Strategic Decisions	5.699	New Posts - Capacity	0.864	New Posts - Other (Under Review)	0.243	Total Pressures	20.696
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1.02	<p>This report updates on the key headlines and financial impacts of the Welsh Local Government Provisional Settlement in advance of the final stage of the formal budget setting process in February.</p>																						

2.00	THE WELSH LOCAL GOVERNMENT PROVISIONAL SETTLEMENT
2.01	<p>The Welsh Local Government Provisional Settlement was announced on 21 December as planned with responses to the consultation on the settlement invited by the deadline of 8 February. A summary of the key headlines is set out below.</p>

2.02	<p>Standard Spending Assessment (SSA)</p> <p>The provisional SSA for 2022/23 is £327.770m which is an increase of £29.080m (9.7%) on the SSA for 2021/22 of £298.689m.</p>
2.03	<p>Aggregate External Finance (AEF)</p> <p>The provisional AEF for 2022/23 is £232.174m which when compared to the <i>adjusted</i> 2021/22 AEF figure of £212.608m represents an <i>increase</i> of £19.566m (9.2%). The All Wales average is an <i>increase</i> of 9.4%.</p> <p>The provisional AEF represents a cash uplift of £25.396m (12.3%) over the 2021/22 AEF of £206.778m (before taking into account the transfers in shown in para 2.04).</p>
2.04	<p>Transfers Into the Settlement</p> <p>There are two transfers into the settlement:</p> <ul style="list-style-type: none"> • North Wales Regional Waste Treatment Project Gate Fees - £5.620m • Social Care Workforce Grant - £0.217m <p>These two transfers will need to be added to the budget of the relevant portfolio so will increase the overall additional budget requirement shown in Table 1.</p>
2.05	<p>Funding Per Capita</p> <p>The AEF allocation provides an amount of £1,476 per capita compared to the Welsh average of £1,611 - a ranking of 20th out of the 22 Welsh councils (20th in 2021/22).</p>
2.06	<p>Additional Funding (Floor)</p> <p>There is no additional 'floor' funding included this year to protect those councils who fall well below the Welsh average uplift.</p>
2.07	<p>Indicative Allocations for future years</p> <p>The Settlement included indicative All Wales revenue allocations for 2023/24 and 2024/25 of £5.3bn and £5.4bn respectively. This equates to an increase of £177m (3.5%) in 2023/24 and £128m (2.4%) in 2024/25.</p>
2.08	<p>IMPACT OF THE SETTLEMENT ON THE BUDGET 2022/23</p> <p>Whilst the annual uplift in AEF represents a significant increase in cash terms there will still be significant challenges to address when setting the budget for 2022/23 which will require a significant amount of urgent and prioritised work as set out below:</p>
2.09	<p>Funding for Pay Awards</p> <p>It is clear that the allocation provided for 2022/23 will need to cover in full the impacts of all pay awards (Teacher and Non Teacher) as well as the national expectation for Councils to implement the Real Living Wage.</p>

	<p>The Office of Budget Responsibility's latest forecast predicts average earnings growth of 4% for 2022/23 - therefore urgent consideration is needed on the level of budget provision to be provided to meet the costs of future pay awards that are currently unknown.</p>
2.10	<p>Real Living Wage</p> <p>The settlement makes specific reference to the requirement that authorities need to introduce the Real Living Wage and includes the following statement:</p> <p><i>"In making decisions about the level of funding for local government I have responded to the need to ensure that hardworking staff receive well deserved pay rises in the future. In particular I have included funding to enable authorities to meet the additional costs of introducing the Real Living Wage for care workers as set out by the Deputy Minister today. This allocation includes a transfer of £5m for which the base of the settlement has been adjusted, from the Social care Workforce and Sustainability grant".</i></p> <p>Implementation of the Real Living Wage may have significant cost implications for the Council, not just for our own employees but for those within the Independent Sector from whom we commission care.</p>
2.11	<p>Cessation of the Hardship Fund</p> <p>The Welsh Government Hardship Fund which has made a significant funding contribution to the Council's budget in the current financial year is due to cease at the end of March. Therefore, the continuation of additional costs and lost income will need to be borne by the Council in 2022/23. The claims made in the current financial year up until the end of November total £6.9m with lost income claims for the first half of the year being £1.1m. An urgent risk assessment of these claims is currently being undertaken.</p>
2.12	<p>Review of key cost pressures at the minimum level</p> <p>The additional budget requirement of £20.696m reported to Cabinet in December included a number of significant financial risks and was based on the minimum level and below in-year demand levels.</p> <p>Some of the key financial risks include Social Care commissioning and Out of County Placements that will need to be reviewed based on current demand and inflationary impacts.</p>
2.13	<p>Specific Grants</p> <p>The settlement provided information on the amounts of specific grants at an All Wales Level with some details of potential increases and decreases - analysis of the impacts of major changes is currently being undertaken.</p> <p>Some significant changes include the Social Care Recovery Grant which we have received in 2021/22 and is not continuing into 2022/23 and the Integrated Care Fund Grant which is currently under discussion with a potential reduction which may lead to additional cost pressures.</p>

2.14	<p>Inflation</p> <p>Current inflation levels and future forecasts are running at the highest levels for some time (Consumer Price Index (CPR) inflation is currently at 5.1%) so impacts on council services and external partners will need to be reviewed in detail.</p>										
2.15	<p>Planning over the Medium Term</p> <p>For the first time in a number of years the 2022/23 provisional settlement gave indicative allocations for the next two years.</p> <p>Whilst this is welcomed the indicative annual uplifts in AEF of 3.5% and 2.4% for 2023/24 and 2024/25 respectively are significantly less than 2022/23 and will provide a significant challenge to meet the inevitable inflationary and demand impacts of Council Services.</p> <p>Therefore, it will be essential that decisions made as part of the budget for 2022/23 are considered in the context of the medium term position to build in resilience to meet the challenges of the inevitable cost pressures that will arise in subsequent years.</p>										
2.16	<p>SUMMARY AND CONCLUSIONS</p> <p>The 2022/23 Provisional Settlement will contribute £19.559m towards the previously reported additional budget requirement of £20.696m.</p> <p>However, the additional budget requirement will need to increase significantly to take account of the need to meet all the impacts of the issues identified in the report including Pay Awards / Real Living Wage and the continuation of additional costs and lost income arising from the pandemic following the cessation of the Welsh Government Hardship Fund in March 2022.</p> <p>A legal and balanced budget for 2022/23 will need to be recommended by Cabinet to Council once all of the work on the above issues has been concluded.</p>										
2.17	<p>Budget Timeline</p> <table border="1" data-bbox="300 1485 1366 1675"> <thead> <tr> <th data-bbox="300 1485 687 1525">Date</th> <th data-bbox="695 1485 1366 1525">Event</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 1525 687 1565">18 January 2022</td> <td data-bbox="695 1525 1366 1565">Cabinet – Budget Review</td> </tr> <tr> <td data-bbox="300 1565 687 1606">8 February 2022</td> <td data-bbox="695 1565 1366 1606">Deadline for responses to the Settlement</td> </tr> <tr> <td data-bbox="300 1606 687 1646">15 February 2022</td> <td data-bbox="695 1606 1366 1646">Cabinet and Council – Budget Setting</td> </tr> <tr> <td data-bbox="300 1646 687 1675">1 March 2022</td> <td data-bbox="695 1646 1366 1675">Welsh Government Final Budget/Settlement</td> </tr> </tbody> </table>	Date	Event	18 January 2022	Cabinet – Budget Review	8 February 2022	Deadline for responses to the Settlement	15 February 2022	Cabinet and Council – Budget Setting	1 March 2022	Welsh Government Final Budget/Settlement
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3.00	RESOURCE IMPLICATIONS
3.01	<p>Revenue: the revenue implications for the 2021/22 budget are set out in the report.</p> <p>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</p>

	<p>Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles at this stage.</p>
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4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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4.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 40%;">Long-term</td> <td>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>Prevention</td> <td>As above</td> </tr> <tr> <td>Integration</td> <td>Neutral Impact</td> </tr> <tr> <td>Collaboration</td> <td>Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.</td> </tr> <tr> <td>Involvement</td> <td>Communication with Members, residents and other stakeholders throughout the budget process.</td> </tr> </table> <p>Well-Being Goals Impact</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 40%;">Prosperous Wales</td> <td>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 encourages business investment in the region. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td>Resilient Wales</td> <td>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>Healthier Wales</td> <td>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>More equal Wales</td> <td>A positive impact with greater parity of funding from Welsh Government for all</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 encourages 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
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		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.
	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

5.00	CONSULTATIONS REQUIRED/CARRIED OUT
5.01	Consultation has taken place with Portfolio Management Teams and the Chief Officer Team, The Finance Team, Cabinet Members, Group Leaders and Members and Scrutiny Committees.

6.00	APPENDICES
6.01	None.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	Cabinet Report 13 July 2021 Scrutiny Reports September/October 2021 Cabinet Report 14 December 2021

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

9.00	GLOSSARY OF TERMS
9.01	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. Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges

for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.

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.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 th January 2022
Report Subject	Council Plan 2022-23
Cabinet Member	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

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

The 2022/23 Draft Plan has been reviewed and refreshed for content following on from our response to the pandemic and our Recovery Strategy. The themes and priorities remain the same to 2021/22, however there are some developments with sub-priorities.

The 'super-structure' of the Plan continues to be aligned to a set of six Well-being Objectives. The six themes continue to take a long term view of recovery, ambition and work over the next two years.

The outline of the Council Plan for 2022/23 including the six themes, their priorities and actions is appended (as Part 1).

The six themes will be mapped out against the respective lead portfolios for reporting to the Overview and Scrutiny Committees.

Following Cabinet agreement the next stage of development for the Plan's outline content is for Scrutiny Committees to review and consider its contents. All comments and suggestions will then be collated and shared with Cabinet in advance of approval for adoption in June 2022.

RECOMMENDATIONS

1	To review and provide feedback on the refreshed content of the themes for Council Plan 2022-23 prior to sharing with Cabinet in June 2022.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2021/22
1.01	It is a requirement of the Local Government and Elections (wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the Council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.
1.02	<p>The Council Plan for 2022/23 continues to move towards a more rounded corporate plan, whilst still meeting the requirements of the Act.</p> <p>Changes include:</p> <ul style="list-style-type: none">• Poverty<ul style="list-style-type: none">○ Digital Poverty – definition expanded• Green Society and Environment<ul style="list-style-type: none">○ New sub-priority added - Climate Change Adaptation○ New sub-priority added – Green Access○ Green Environment – new definition• Economy<ul style="list-style-type: none">○ Digital and Transport Infrastructure divided into two separate sub-priorities:<ul style="list-style-type: none">▪ Transport Connectivity▪ Digital Infrastructure• Education and Skills<ul style="list-style-type: none">○ New-sub-priority added – Well-being
1.03	<p>The Council Plan for 2022-23 has a super structure of six themes and supporting priorities as follows:</p> <p>Theme: Poverty Priorities:</p> <ul style="list-style-type: none">- Income Poverty- Child Poverty- Food Poverty- Fuel Poverty- Digital Poverty <p>Theme: Affordable and Accessible housing Priorities:</p> <ul style="list-style-type: none">- Housing support and homeless prevention- Housing Needs and Housing Options- Social Housing- Private Rented Sector- Empty Properties <p>Theme: Green Society and Environment Priorities:</p> <ul style="list-style-type: none">- Carbon Neutrality- Climate Change Adaptation- Fleet Strategy- Green Environment

	<ul style="list-style-type: none"> - Green Access - Renewable Energy - Active and Sustainable Travel Options - Circular Economy <p>Theme: Economy</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Town Centre Regeneration - Business - Transport Connectivity - Digital infrastructure - LDP Targets - Spending money for the benefit of Flintshire - Reducing Worklessness <p>Theme: Personal and Community Well-being</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Independent Living - Safeguarding - Direct Provision to support people closer to home - Local Dementia Strategy - A well-connected, safe and clean local environment. <p>Theme: Education and Skills</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Educational Engagement and Achievement - Digital Learning Opportunities - Learning Environments - Learning Community Networks - Specialist Educational Provision - Welsh Education Strategic Plan (WESP) - Well-being
1.04	The work on the detail behind the priorities has progressed well and is attached at Appendix 1. Cabinet have agreed to the content. The next step is for all Scrutiny Committees to be consulted with over the next cycle.
1.05	Following this cycle of consultation, the Plan will be presented to Cabinet in its second stage prior to adoption by the County Council in July. The final Council Plan (both parts 1 and 2) will be available as a web-based document published on the website.

2.00	RESOURCE IMPLICATIONS
2.01	Council planning and service portfolio business recovery planning is dovetailed with the periodic review of the Medium Term Financial Strategy and Capital Programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Consultation has been carried out with Chief Officers, Cabinet members and the wider internal senior management network on the framework of the Plan.</p> <p>All Scrutiny committees will have the opportunity to be engaged in the development of the Plan.</p>

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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4.01	<p>Impact Assessment</p> <p>An Integrated Impact Assessment (IIA) is currently underway for Council Plan Part 1. This will be completed by March and outcomes shared with Chief Officer Team for consideration. Findings from the IIA could be included in Part 1 and inform Part 2 Council Plan as a better fit. Last year's IIA Summary is available as a background document.</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout the 2022/23 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.</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="6">Throughout the 2022/23 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.</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> <p>Council's Well-being Objectives</p> <p>The Council undertook a review of its Well-being Objectives during the development of the 2021/22 Council Plan. The updated set of Well-being Objectives are a more focused set of six. The Well-being Objectives identified have associated themes for which they resonate. See the full list below.</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>Well-being Objective</th> </tr> </thead> <tbody> <tr> <td>Poverty</td> <td>Protecting people from poverty by supporting them to meet their basic needs</td> </tr> <tr> <td>Affordable and Accessible Housing</td> <td>Housing in Flintshire meeting the needs of our residents and supporting safer communities</td> </tr> </tbody> </table>	Long-term	Throughout the 2022/23 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the 2022/23 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	Theme	Well-being Objective	Poverty	Protecting people from poverty by supporting them to meet their basic needs	Affordable and Accessible Housing	Housing in Flintshire meeting the needs of our residents and supporting safer communities
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	Green Society and Environment	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
	Economy	Enabling a sustainable economic recovery
	Personal and Community Well-being	Supporting people in need to live as well as they can
	Education and Skills	Enabling and Supporting Learning Communities
<p>Risk Management</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the statutory requirements.</p> <p>An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny invites engagement.</p>		

5.00	APPENDICES
5.01	Appendix 1: Draft Council Plan (Part 1) 2022-23.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Summary Integrated Impact Assessment – Council Plan 2021/22.

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

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>Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a</p>

	given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
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Council Plan 2022/23 – Part 1

Priority Name	Poverty
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs
<p>Income Poverty</p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ol style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023 d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023
<p>Child Poverty</p> <p>Definition: Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life</p>	<ul style="list-style-type: none"> • The cost of sending children to school is reduced by: <ol style="list-style-type: none"> a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023 b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023 c) Maximising take-up of the school uniform grant – by March 2023 d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023 • Free access to books, ICT networks, devices and library services are maintained by: <ol style="list-style-type: none"> a) Maintaining the network of seven libraries in partnership with Aura - by March 2023 b) Increasing usage of online resources for children and young people - by March 2023 • Children have access to play opportunities by: <ol style="list-style-type: none"> a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023 b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023 • Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023

	<ul style="list-style-type: none"> • Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023 • Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023 • Maintaining access to Free Swimming to help tackle health inequalities – by March 2023
<p>Food Poverty</p> <p>Definition: People who are not able to access food that meets their daily nutritional needs and requirements</p>	<ul style="list-style-type: none"> • Everyone in Flintshire has access to affordable, good fresh food by: <ul style="list-style-type: none"> a) Developing a “Well Fed at Home service” - by December 2022 b) Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023 c) Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023
<p>Fuel Poverty</p> <p>Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty</p> <p>Affordable and accessible housing</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing • Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being
<p>Digital Poverty</p> <p>Definition: Inability to interact fully in a digital world when, where and how an individual needs to.</p>	<ul style="list-style-type: none"> • Support people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve – by March 2023 • Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres and Aura library services – by March 2023 • Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023

Priority Name	Affordable and Accessible Housing
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing support and homeless prevention Definition: Offering support to people to retain their housing and live well and avoiding homelessness	<ul style="list-style-type: none"> • Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023 • Promoting housing support and homeless prevention services with our residents and partners - by March 2023 • Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 • Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023 • Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 • Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023 • Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023
Housing Needs and Housing Options Definition: Helping people to explore their housing options so they can access the right homes to meet their needs Poverty	<ul style="list-style-type: none"> • Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023 • Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023 • Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 Linked to Poverty • Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023
Social Housing Definition: Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral Poverty	<ul style="list-style-type: none"> • Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023 • Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023 • Ensuring that the Council’s housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2022 Linked to Green and Environment • Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 Linked to Green and Environment, Linked to Poverty

<p>Green and Environment</p>	<ul style="list-style-type: none"> Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 Linked to Green and Environment Supporting our tenants to access technology and create sustainable digital communities - by March 2023 Linked to Poverty Listening to our tenants and working with them to improve our services, homes and communities - by March 2023
<p>Private Rented Sector</p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023 Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023 Mapping Houses of Multiple Occupation (HMO’s) across Flintshire to ensure legal minimum housing standards are met and to improve residents’ quality of life - by March 2023
<p>Empty Properties</p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p>Economy</p>	<ul style="list-style-type: none"> Bringing empty homes back into use through the Empty Homes Loan - by March 2023 Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023 Targeting ‘problem’ empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy
<p>Priority Name</p>	<p>Green Society and Environment</p>
<p>Description/ Well-being Objective</p>	<p>Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.</p>
<p>Carbon Neutrality</p> <p>Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by June 2022 Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 Developing plans towards net zero carbon for our assets in line with Welsh government guidance’ – by March 2023 Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2023

<p>Climate Change Adaptation</p> <p>Definition: Be more resilient to the changes that have happened due to climate change and prepare for predicted future change</p>	<ul style="list-style-type: none"> • Carrying out flood investigation and alleviation – March 2023 • Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023
<p>Fleet Strategy</p> <p>Definition: Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> • Converting the authority’s fleet to electric and alternative fuels (hydrogen etc) - by March 2023
<p>Green Environment</p> <p>Definition: Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.</p>	<ul style="list-style-type: none"> • Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023 • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023
<p>Green Access</p> <p>Definition: The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> • Exploring opportunities to develop the Flintshire Coast Park – by March 2023 • Undertaking scoping work to look at the formal establishment of a Regional Park – by March 2023
<p>Renewable Energy</p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p>Economy</p>	<ul style="list-style-type: none"> • Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 • Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy

<p>Active and Sustainable Travel Options</p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p>Economy</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Promoting the use of public transport through the further development of the Council's core bus network - by March 2023 Linked to Economy • Promoting active travel and further develop the Council's cycleway network - by March 2023 Linked to Personal and Community Well-being • Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy • Developing the County's electric car charging network - by March 2023 • Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being
<p>Circular Economy</p> <p>Definition: Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire</p> <p>Poverty</p> <p>Personal and Community Well-being</p> <p>Education and Skills</p> <p>Economy</p>	<ul style="list-style-type: none"> • Achieving Welsh Government recycling targets - by March 2023 • Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 • Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills • Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills • Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills • Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy
<p>Priority Name</p>	<p>Economy</p>
<p>Description/ Well-being Objective</p>	<p>Enabling a sustainable economic recovery and growth</p>
<p>Town Centre Regeneration</p> <p>Definition: Regenerate and re-invent our town centres</p>	<ul style="list-style-type: none"> • Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 • Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 Linked to Affordable and accessible housing • Improving the environment in town centres - by March 2023

<p>Personal and Community Well-being</p> <p>Affordable and accessible housing</p>	<ul style="list-style-type: none"> Supporting the growth of community enterprises in town centre locations - by March 2023
<p>Business</p> <p>Definition: Enable business continuity and encourage appropriate investment</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Engaging town centre small businesses and improve support packages available to them - by March 2023 Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023 Engaging small businesses and improve support packages available to them - by March 2023 Supporting recovery of the County's street and indoor markets - by March 2023 Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023 Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023 Increasing the scale and impact of the social business sector - by March 2023 Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 <p>Linked to Green Society and Environment</p>
<p>Transport Connectivity</p> <p>Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p>Poverty</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment
<p>Digital Infrastructure</p> <p>Definition: Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 Connecting further rural communities to improved digital infrastructure - by March 2023
<p>Local Development Plan (LDP) Targets</p>	<ul style="list-style-type: none"> Ensuring timely adoption of the LDP once Inspector's Report received - by December 2022

<p>Definition: Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023 Making decisions at Planning Committee in line with the adopted LDP - by March 2023 Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023
<p>Spending money for the benefit of Flintshire</p> <p>Definition: Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council's procurement activities – By March 2023 Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023 Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023
<p>Reducing worklessness</p> <p>Definition: Work with our partners to support individuals to gain employment</p> <p>Poverty</p>	<ul style="list-style-type: none"> Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 Linked to Poverty Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 Linked to Poverty
<p>Priority Name</p>	<p>Personal and Community Well-being</p>
<p>Description/ Well-being Objective</p>	<p>Supporting people in need to live as well as they can</p>
<p>Independent Living</p> <p>Definition: People will be supported to live as independently as possible through the right type of support, when they need it.</p>	<ul style="list-style-type: none"> Developing a plan to provide additional placements for step down care within our in house provision – by March 2023 Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential –by March 2023 Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold by March 2023
<p>Safeguarding</p> <p>Definition: Implement and promote the new safeguarding procedures so our</p>	<ul style="list-style-type: none"> Continuing to promote the corporate e-learning package – by March 2023 Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023

<p>employees understand how they can help safeguard people in the community</p>	
<p>Direct Provision to support people closer to home</p> <p>Definition: The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> • Setting up a registered Children’s Home to help avoid the need for residential placements outside Flintshire - by March 2023 • Continuing to growing our in-house homecare service to support more people to live at home - by March 2023 • Continuing to growing our in-house fostering service to support more looked after children - by March 2023 • Developing an action plan for the progression of the advocacy priority – by March 2023
<p>Local Dementia Strategy</p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> • Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023
<p>A well-connected, safe and clean local environment.</p> <p>Definition: Resilient communities where people feel connected and safe</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> • Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023 • Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment • Working with two local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023 • Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> ○ Improving mental well-being and resilience – by March 2023 ○ Promoting healthy behaviours – by March 2023 ○ Securing a healthy future for the next generation – by March 2023
<p>Priority Name</p>	<p>Education and Skills</p>
<p>Description/ Well-being Objective</p>	<p>Enabling and Supporting Learning Communities</p>
<p>Educational Engagement and Achievement</p> <p>Definition:</p>	<ul style="list-style-type: none"> • Maintaining support for settings and schools with rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment – by March 2023 • School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023

<p>Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> • Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023 • Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023
<p>Digital Learning Opportunities</p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Poverty</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023 • Upskilling employees within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 • Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 • Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023 • Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023 • Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty • Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023
<p>Learning Environments</p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> • Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 • Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 • Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 • Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023 • Progressing the development of a new premises plan for the North East Wales Archive – by March 2023
<p>Learning Community Networks</p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by</p>	<ul style="list-style-type: none"> • Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the North East Wales Archive to provide a sustainable and resilient service – by March 2023 • Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023

<p>common safeguarding practices</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 • Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023 • Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023 • Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023 • Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023
<p>Specialist Educational Provision</p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> • Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023 • Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023 • Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023
<p>Welsh Education Strategic Plan (WESP)</p> <p>Definition: Working with schools and partners to support the Welsh Government’s strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> • Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023 • Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023 • Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 • Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood – by March 2023 • Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> ○ Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council’s Welsh Language immersion programme – by March 2023
<p>Well-Being</p> <p>Definition: Working with schools and partners to provide</p>	<ul style="list-style-type: none"> • Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 • Supporting all secondary schools to complete the School Health Research Network survey in 2022

<p>opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none">○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023● Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023● Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023● Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023
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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 January, 2022
Report Subject	People and Organisational Development Strategy 2022-2025
Cabinet Member	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Report Author	Corporate Manager, People and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

The way we lead, manage and behave is fundamental to how people view Flintshire County Council. It has a direct impact on the services we provide, both to our external customers and to ourselves as internal customers.

The current People Strategy was due to be reviewed in 2020 but due to competing demands, a direct result of the response to the COVID pandemic, this was not achieved. However, on a positive note, with many of our staff still working from home, we have demonstrated that we are a people focused, agile, innovative and collaborative organisation. With the right people and the right technology, we have not only got through this difficult time, we have also seen a number of positive changes.

It is important that we build on these positives as there is likely to be further change as we move into a period of increased challenge created by the latest variant of concern (Omicron).

Our new People Strategy will provide us with an opportunity to set out our increased ambition for our people and our organisation, reflecting upon what has happened over the last 18 months, building on good practice; learning from our current business model and understanding what others have done well or not so well and incorporating this into our current ways of working.

RECOMMENDATIONS

1	That the Committee supports the strategic priorities as a basis for developing the next iteration of the People and Organisational Development Strategy 2022-2025 prior to it being issued out to employees and Trade Unions for consultation and feedback, prior to being submitted to Cabinet.
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REPORT DETAILS

1.00	EXPLAINING WHAT WE WANT TO ACHIEVE BY HAVING A PEOPLE STRATEGY
1.01	<p>Having a people strategy helps us to set out and frame our ambitions as an employer of choice and how we create a positive workplace culture. We want our employees to feel valued, and to feel part of, one team and One Council.</p>
1.02	<p>Key external factors</p> <p>Our new People Strategy will be influenced by a number of external factors, most notably the ongoing COVID-19 pandemic which has had a significant impact on the services and the way these are delivered and the way this will influence the organisation's future plans.</p> <p>Throughout the pandemic, the Council has prioritised the health, safety and wellbeing of staff and will continue to do so. The strategy will need to reflect this, as will the drive to build on the positive changes achieved through new ways of working.</p> <p>The pandemic has also had a negative impact on the national economy, which in turn, is likely to affect the Council's future budget. The mental health of the United Kingdom population continues to face significant challenges and it is more important than ever that we focus on supporting our employees' health and wellbeing.</p>
1.03	<p>The Council has a strong track record in developing its people, recognising that the way in which people are managed and motivated, and the availability of skills and expertise, is key to enabling the Council to deliver its Council Plan priorities.</p> <p>The People Strategy builds on this foundation, and the strengths of the current organisation, setting out the key steps to shape the organisation's culture, ensuring it has the right people with the right skills, attitudes and behaviours to deliver its priorities, achieve the ambitions for the community it works within and secures its future as a great place to work.</p> <p>The Strategy will focus on delivering the four themes set out below. Each theme focusses on the priority areas this strategy aims to address together with a number of set outcomes and planned actions.</p> <p>Recruit</p> <p>We will develop a clear employer brand and embrace modern working practices. It's important that people find the Council and our jobs more attractive. We need to be able to recruit the right people to deliver the highest quality service to our customers.</p>

Outcomes for this theme include:

- Design and roll out a refreshed employer image and website;
- Continue to make improvements in our recruitment and selection processes focussing on the candidate experience;
- Deliver targeted recruitment programmes in areas of high turnover or where posts are traditionally hard to fill, for example, adult social care and children's social care;
- Maximise opportunities through our apprenticeship programme.
- Refresh our approach to 'on-boarding and induction';
- Increase our media presence /digital footprint;

Retain

We will ensure that all employees have a clear understanding of their role in the organisation and how they play their part and contribute to organisational goals, ensure they are supported in their role and are fairly recognised and rewarded for their contribution.

Outcomes for this theme include:

- Become an accredited living wage employer;
- Define our total remuneration package;
- Continue to develop a modern well-equipped workforce, maximising agile and flexible working practices;
- Ensure every employee has a personal development plan;
- Introduce a new, values based, performance review programme.
- Promote existing and develop new initiatives to increase participation of salary sacrifice schemes which contribute to Council climate change outcomes.

Develop

We will provide excellent lifelong learning and development opportunities for people at all levels equipping them with the knowledge and tools to perform at their best. Managers and leaders will be supported to create and inspire great teams, look after their people, and create environments in which people from all backgrounds and abilities are able to flourish.

Outcomes for this theme include:

- Review and further develop organisational values and core behaviours and embed these into our policies, processes and everything we do
- Understand the skills and capabilities we need to become a digital council
- Develop a coaching and mentoring culture
- Ensure all of our people have access to the training and development they need to perform their roles at the right time
- Develop a new performance management process that meets the needs of a modern, flexible workforce and promotes regular high performance and regular communication.
- Begin a review of our organisational and role design and rewards structure

	<p>Support</p> <p>We want to create an environment where employees can maintain resilience and develop a positive work/home life balance. A healthy productive and motivated workforce benefits the experience of the people we are here for, our customers, residents and communities.</p> <p>Outcomes for this theme include:</p> <ul style="list-style-type: none"> • Work with our employees and partners to create a strategic employee wellbeing programme incorporating the five ways to wellbeing. • Revisit policies to ensure practice is supporting workplace wellbeing • Ensure safety is prioritised in the workplace, risks to employees are managed effectively and all relevant information is shared • Provide access to a range of initiatives and services aimed at maintaining good physical, financial and mental health, helping them to remain in work and achieve their potential, regardless of any health issues • Develop opportunities for our leaders to grow knowledge and skills to manage wellbeing issues in the workplace.
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2.00	RESOURCE IMPLICATIONS
2.01	At this stage it is anticipated that there will be no additional resource implications associated with the people strategy, with any resource requirements expected to be met from within existing budgets.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None to date.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None to date.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Sharon Carney, Corporate Manager, People and Organisational Development</p> <p>Telephone: 01352 702139</p> <p>E-mail: sharon.carney@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	None.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 13th January, 2022
Report Subject	Revenue Budget Monitoring 2021/22 Month 8
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2021/22 (Month 8) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2021/22 (Month 8) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2021/22 (MONTH 8)
1.01	The Revenue Budget Monitoring 2021/22 (Month 8) report will be presented to Cabinet on Tuesday 18 th January, 2022. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2021/22 (Month 8).

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Revenue Budget Monitoring 2021/22 (Month 8).

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2021/22 (Month 8)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

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

8.00	GLOSSARY OF TERMS
8.01	<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> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>

CABINET

Date of Meeting	Tuesday, 18 th January, 2022
Report Subject	Revenue Budget Monitoring 2021/22 (Month 8)
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed revenue budget monitoring position in 2021/22 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 8.

This report projects how the budget would stand at the close of the financial year without new actions to reduce cost pressures and/or improve the financial return on efficiency planning, and is as follows:

Council Fund

- An operating surplus of (£0.716m) (excluding the impact of the NJC pay award which will be met by reserves), which is a favourable movement of (£0.061m) from the surplus figure of (£0.655m) reported at Month 7.
- A projected contingency reserve balance as at 31st March, 2022 of £6.586m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.548m higher than budget
- A projected closing balance as at 31st March, 2022 of £3.924m

To assist with managing risks and maximising available resources, the review of non-essential spend and a vacancy management process continues.

RECOMMENDATIONS

1	To consider the report and the estimated financial impact on the 2021/22 budget.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING 2021/22																																							
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 surplus of (£0.716m) (excluding the impact of the NJC pay award which will be met by reserves) A projected contingency reserve available balance as at 31 March 2022 of £6.586m. <p>To assist with managing risks and maximising available resources, the review of non-essential spend and a vacancy management process continues.</p> <p>Our ability to mitigate financial risks arising from the pandemic largely depends on the continuation of funds for hardship and income loss by Welsh Government which has previously been confirmed to March 2022, although does include some changes to eligibility criteria.</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" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Portfolio/Service Area</th> <th style="text-align: center;">Approved Budget £m</th> <th style="text-align: center;">Projected Outturn £m</th> <th style="text-align: center;">In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">70.624</td> <td style="text-align: right;">70.813</td> <td style="text-align: right;">0.190</td> </tr> <tr> <td>Out of County Placements</td> <td style="text-align: right;">12.921</td> <td style="text-align: right;">13.834</td> <td style="text-align: right;">0.913</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">9.030</td> <td style="text-align: right;">8.606</td> <td style="text-align: right;">(0.423)</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">101.937</td> <td style="text-align: right;">101.937</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">31.517</td> <td style="text-align: right;">32.321</td> <td style="text-align: right;">0.804</td> </tr> <tr> <td>Planning Env & Economy</td> <td style="text-align: right;">6.160</td> <td style="text-align: right;">5.863</td> <td style="text-align: right;">(0.298)</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.631</td> <td style="text-align: right;">4.377</td> <td style="text-align: right;">(0.253)</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">10.233</td> <td style="text-align: right;">9.558</td> <td style="text-align: right;">(0.675)</td> </tr> </tbody> </table>				Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m	Social Services	70.624	70.813	0.190	Out of County Placements	12.921	13.834	0.913	Education & Youth	9.030	8.606	(0.423)	Schools	101.937	101.937	0.000	Streetscene & Transportation	31.517	32.321	0.804	Planning Env & Economy	6.160	5.863	(0.298)	People & Resources	4.631	4.377	(0.253)	Governance	10.233	9.558	(0.675)
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Strategic Programmes	4.648	4.613	(0.035)
Housing & Assets	14.380	14.164	(0.216)
Chief Executive	2.354	2.184	(0.170)
Central & Corporate Finance	29.023	28.471	(0.552)
Total	297.457	296.741	(0.716)

1.03	<p>The reasons for the favourable net movement of (£0.061m) 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 Movements from Month 7</p>
1.04	<p>Out of County Placements £0.126m</p> <p>The adverse movement in the projected overspend relates to:</p> <p>Children’s Services £0.098m – net impact of additional support requirements and a number of recent placement end date changes</p> <p>Education & Youth £0.028m – impact of new placements less additional recoupment income</p> <p>This position is net of the £0.150m funding from the Social Care Recovery Fund.</p>
1.05	<p>Streetscene & Transportation £0.184m</p> <p>There have been significant costs incurred in the region of £0.150m following Storm Arwen at the end of November for the clean-up and making safe of the highways network.</p> <p>An increase in seasonal overtime and agency costs totalling £0.026m with minor variances accounting for the remainder.</p>
1.06	<p>Housing & Assets £0.258m</p> <p>The projected underspend on centralised property costs (£0.286m) is now reported in Central & Corporate Finance as approved in the Revenue Budget Monitoring Report (Month 7).</p> <p>Minor variances across the Portfolio account for the remainder £0.028m</p>

1.07	<p>Planning Economy & Environment (£0.206m)</p> <p>The favourable movement follows the receipt of a large Planning Application fee (£0.200m), together with other minor variances across the Portfolio (£0.006m).</p>
1.08	<p>Central & Corporate Finance (£0.349m)</p> <p>The projected underspend has increased following the transfer of the centralised property costs variance (£0.286m) from Housing & Assets as detailed in the Month 7 Report. The variance at Month 8 has increased further by (£0.031m) to a total of (£0.317m) due to lower than anticipated rates and reduced usage.</p> <p>The remaining favourable movement relates to one off income from Matrix Rebates (£0.032m).</p>
1.09	<p>Tracking of In-Year Risks and Emerging Issues</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>
1.10	<p>Council Tax Income</p> <p>Collection levels (up to month 8) are currently 0.58% ahead of collection levels in 2020/21, but 0.46% below the 2019/20 pre-pandemic level. These along with write off levels, continue to be tracked on a monthly basis.</p>
1.11	<p>Pay Award (Teacher and Non Teacher)</p> <p>Based on the UK Government position on public sector pay no general provision was included in the 2021/22 budget other than funding to reflect the intention to provide for those staff earning less than £0.024m.</p> <p><u>NJC (Green Book)</u> National negotiations are ongoing and the current offer by Employers of a 1.75% uplift would add a minimum further £0.261m to the pay bill for schools and £0.990m for non-schools. In the absence of any further funding being made available this will need to be met from the Contingency Reserve and built into the base budget from 2022/23.</p> <p><u>Teachers</u> The September 2021 national pay award for Teachers has now been confirmed at 1.75% which adds a further £0.737m to the pay bill for schools in 2021/22, with the full year impact in 2022/23 being £1.282m. The Minister for Education in announcing the pay award, also confirmed additional funding of £6.4m across Wales to support the cost of the pay award in schools. The Council's share of the allocation is £0.304m for schools and £0.019m for Post 16. This additional funding will fund the pay award in part and as in previous years the Council will share the shortfall in costs in 2021/22 of £0.414m equally with schools. In addition, centrally funded Teachers Pay totals £0.018m and the overall Council Fund commitment is now reflected in Appendix 4.</p>

1.12	<p>Council Tax Reduction Scheme</p> <p>Based on current demand, costs are currently projected to be within budget although the position continues to be monitored closely following recent changes to Universal Credit and the UK Government furlough scheme ending.</p>
1.13	<p>Social Care Grant Funding</p> <p>Welsh Government have made an additional funding announcement for Social Care and Health totalling £42.72m across Wales. The grant will support Children's Services, Integrated Health and Social Care, unpaid carer direct payments, early intervention and prevention, along with improved advertising and recruitment for social care. This has increased the Social Care Recovery Fund 2021-22 allocation for the Council from £1.733m to £2.772m.</p>
1.14	<p>Storm Christoph residual costs</p> <p>Delays have been encountered from seeking necessary site permissions from Network Rail and Natural Resources Wales, to carry out essential drainage works as a result of Storm Christoph totalling in the region of £0.200m. The majority of the initial response costs relating to Storm Christoph were covered by WG Hardship Funding which have been claimed. However, the eligible period for that has now ended. Therefore, if following further discussion with WG, there is still no funding available for these additional costs, they will be required to be met from the drainage works budget.</p>
1.15	<p>Other Tracked Risks</p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.16	<p>Medium Term Financial Strategy (MTFS) Impact</p> <p>Stage 1 of the Budget Process 2022/23 was concluded in July and an additional budget requirement of £16.750m was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>Stage 2 of the budget process was undertaken through September and October with feedback from all Overview and Scrutiny Committees reported to Cabinet and this Committee in October. The additional budget requirement had risen to £18m at this time partly due to the announcement of increases to National Insurance employer contributions.</p> <p>Cabinet received a further update in December that the additional budget requirement had risen to £20.696m due to increased pressures mainly on pay, social care and the North Wales Fire and Rescue levy.</p> <p>Stage 3 will be undertaken following receipt of the Welsh Government Provisional Settlement which was received on 21st December (See separate report on the agenda)</p>

	<p>All Portfolios will continue to consider their financial position, the risks within their service and the impacts over the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.17	<p>Out of County Placements</p> <p>There continues to be significant pressure on this volatile budget arising from the full year impacts of new placements made during 2020/21, including several new high cost placements which were agreed in March after the budget for 2021/22 had been set.</p> <p>A total contribution of £0.650m has now been made from the Social Care Recovery Fund which leaves a projected overspend of £0.913m for the remainder of the year. However, this is likely to increase with another 4 months of the year remaining.</p>
1.18	<p>Homelessness</p> <p>There is a risk that demands on the service will continue to increase with the impacts of removal of restrictions on landlords to seek repossessions.</p> <p>In addition, the economic impacts on residents in the rented sector and owner occupiers following the end of the furlough scheme continue to cause concern.</p> <p>There is additional support in place with strategic use of the increased Housing Support Grant funding, but this may still not be sufficient.</p>
1.19	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2021/22 budget contains £2.363m of specific efficiencies which are tracked and monitored throughout the year. In 2020/21 the level of efficiency achievement was 100% which was an improvement on the 90% achieved during the previous year. The Council aims to achieve a 95% rate in 2021/22 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2021/22 shows that 100% of the efficiencies will be achieved. The risk remains that any under-achievement of efficiencies will have a negative impact on the 2021/22 budget. Further details on the current status of efficiencies can be seen in Appendix 3.</p>
1.20	<p>Emergency Funding</p> <p>The Local Government Hardship fund was initially allocated £206.6m to support local government for the first six months of 2021-22 in the Welsh Government Final Budget 2021-22. In addition £23.3m was allocated to support free school meals during the school holidays.</p> <p>A further £97.5m has subsequently been allocated until the end of the financial year based on spend patterns to date, any changes to policy approaches (for example tapering of social care uplifts and void payments) and the current alert level. In addition three new allocations to the fund have recently been confirmed - £38m for winter fuel support, £0.600m for</p>

	<p>Community hubs and £2m for homelessness support (Homelessness Prevention Fund). The £2m has been added to specifically provide a top up to the discretionary homelessness prevention funds currently utilised by the Council.</p> <p>The Principles and Guidance for the Hardship Fund were revised by WG from 1st October with changes impacting on eligibility for various service areas including schools costs and additional waste tonnages (reduced to 50%). Costs for additional cover where staff are off sick due to COVID or self-isolating and vehicle costs due to social distancing are all now eligible until the end of 2021/22. Any potential significant impacts of the changes will be reflected in future reports, although where able mitigating actions will be put in place.</p> <p>During 2021/22 to date, additional cost claims for April to November have totalled £6.941m and Quarter 1 and 2 Income Loss claims were £1.096m (which include claims for Aura, Newydd and Cambrian Aquatics).</p>
1.21	<p>Unearmarked Reserves</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2021/22 was £5.973m as detailed in the 2020/21 outturn report. However, this increased to £6.444m when taking account of the budgeted contribution to Reserves in the 2021/22 budget. This is the amount available for general purposes following the set-aside of £3.0m for a COVID-19 Emergency Funding.</p> <p>However, there will be a requirement to meet the unfunded impacts of the pay awards from the Contingency Reserve as detailed in para 1.11 following the outcome of the national pay award negotiations.</p> <p>Taking into account the projected in-year position and previously agreed allocations the amount remaining within the Contingency Reserve is £6.586m (prior to the impact of NJC pay award) (Appendix 4).</p> <p>The £3m emergency ring-fenced fund would have an amount of £1.920m remaining after allowing for currently known ineligible items. However, there are still a number of holding items and income loss claims still being considered by the Grants Panel. In addition, the impacts of the grant eligibility criteria changing from the 1st October will also need to be factored in.</p>
1.22	<p>Housing Revenue Account</p> <p>The 2020/21 Outturn Report to Cabinet on 13 July 2021 showed an un-earmarked closing balance at the end of 2020/21 of £5.039m and a closing balance of earmarked reserves of £1.869m.</p>
1.23	<p>The 2021/22 budget for the HRA is £37.825m which includes a movement of £0.566m to reserves.</p>

1.24	The monitoring for the HRA is projecting in year expenditure to be £0.548m higher than budget and a closing un-earmarked balance as at 31 March 2022 of £3.924m, which at 10.28% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 provides further detail.
1.25	The budget contribution towards capital expenditure (CERA) is £13.442m.

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.04 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

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

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
	<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> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>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.</p> <p>Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>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.</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>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.</p> <p>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.</p>

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Resources & Regulated Services	-0.109	Welsh Government have allocated an additional £0.116m to Community Transformation Grant funding which is being used to support quicker discharges from hospital by utilising beds within one of the Councils residential care homes.
Impact of Covid-19	0.000	
Minor Variances	0.003	
Adults of Working Age		
Resources & Regulated Services	0.110	There is a care package required for a new service user, in addition the amounts expected from Direct Payment recoupments have reduced.
Minor Variances	-0.020	
Children's Services		
Family Placement	-0.077	There were some overpayments made earlier in the year which are now being recouped.
Legal & Third Party	0.040	Increased legal costs as a result of court activity
Professional Support	0.060	Recruitment challenges to senior Social Worker posts have led to some agency costs having to increase. An additional Childrens Support Assistant has been appointed.
Minor Variances	-0.008	
Safeguarding & Commissioning		
Finance /Deputyship	-0.031	The budget has been transferred from Charging Policy (£0.016m) and Business Support Service (£0.008m) to fund an urgently required post due to increased workloads.
Minor Variances	0.034	
Total Social Services (excl Out of County)	0.001	
Out of County		
Children's Services	0.098	Rate changes due to additional support requirements and a number of placement end date changes
Education & Youth	0.028	Net impact of new placements less additional recoupment income
Total Out of County	0.126	
Education & Youth		
Minor Variances	-0.004	
Total Education & Youth	-0.004	
Schools	-0.000	
Streetscene & Transportation		
Service Delivery	0.026	Increase in seasonal overtime and agency costs
Highways Network	0.173	Impact of Storm Arwen and associated clean up at the end of November
Other Minor Variances	-0.015	
Total Streetscene & Transportation	0.184	
Planning, Environment & Economy		
Development	-0.175	Favourable movement in Month 8 following receipt of a large planning application fee
Regeneration	-0.039	Minor movements across the Service, commitment challenge and higher than anticipated fee income levels in Markets
Minor Variances	0.008	
Total Planning & Environment	-0.206	
People & Resources		
HR & OD	-0.014	
Corporate Finance	-0.005	
Total People & Resources	-0.019	
Governance		
Revenues	-0.038	Minor increase to the anticipated potential surplus on the Council Tax Collection Fund (£0.010m); higher than anticipated fee income in Bailiffs (£0.028m)
Minor Variances	0.002	
Total Governance	-0.036	
Strategic Programmes		
Minor Variances	-0.004	
Total Strategic Programmes	-0.004	
Housing & Assets		
Benefits	0.028	Additional staffing costs not eligible for WG Hardship funding support
Housing Solutions	-0.062	Funding of Bed and Breakfast costs via the WG COVID-19 Hardship Fund
Impact of Covid-19	0.001	
Minor Variances	0.005	
Total Housing & Assets	-0.028	
Chief Executive's	-0.013	
Impact of Covid-19	-0.000	
Central & Corporate Finance	-0.032	Favourable movement due to an increase in 'one off' matrix rebates
Centralised Costs	-0.030	Further reduction in consumption levels
Impact of Covid-19	-0.000	
Grand Total	-0.061	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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	19.308	19.183	-0.125		-0.129	The net cost of residential care is reporting an overspend of £0.272m. This includes the cost of residential care placements net of the income received for this service, such as property charges and contributions from health. Day care is £0.029m under budget and will not resume until safe to do so. Domiciliary and Direct Payments are reporting an underspend of £0.206m. The Localities staff budget is underspent by £0.120m, significant recruitment and retention challenges mean that there are several temporary vacancies. The Minor Adaptations budget is £0.018m underspent based on current demand.	
Resources & Regulated Services	8.627	8.238	-0.389		-0.280	The Councils in-house care provision is projected to underspend by £0.421m. Day care is underspent by £0.010m, day centres are closed and will reopen once safe to do so. Homecare is £0.085m overspent, demand for the service is high but there are considerable challenges recruiting care staff. Residential care is expected to underspend by £0.421m. Extra care is underspend by £0.043m.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	1.235	1.203	-0.032		-0.030		
Adults of Working Age							
Resources & Regulated Services	26.880	27.209	0.329		0.219	The overspend is the cost of social care for people with learning disabilities or physical disabilities. These costs include nursing and residential care, domiciliary care Direct Payments which are required to meet their care needs.	
Professional and Administrative Support	0.329	0.250	-0.080		-0.076	Not all staff are currently paid at top of grade and there are also some staff seconded from this service.	
Residential Placements	1.791	2.149	0.358		0.380	The overspend is the cost of social care for people within the Mental Health service. These costs include nursing and residential care, domiciliary and Direct Payments.	
Minor Variances	3.974	3.857	-0.117		-0.123		
Children's Services							
Family Placement	2.700	2.750	0.050		0.127	The overspend is due to service demand from the number of foster payments. In some instances these avoid having to make expensive residential placements. The main pressures are payments to foster carers, foster agencies and special guardianship payments.	
Grants	0.268	0.205	-0.063		-0.063	Grant awards have allowed for some costs usually funded from revenue to be funded by grant instead.	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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 & Third Party	0.210	0.547	0.336		0.296	Legal costs are overspent due to the number of cases going through the courts and use of some external legal professionals. Direct Payments have also increased in demand.	
Residential Placements	0.549	0.376	-0.174		-0.173	This is an in-year underspend associated with the opening of a registered Childrens Home within Flintshire, in-year grant funding from the Young People and Childrens Services Transformation Fund is being used to offset start-up costs.	
Professional Support	5.387	5.774	0.386		0.326	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies try to be minimised however current recruitment and retention challenges have meant vacancies are required to be covered in alternative ways.	
Minor Variances	0.843	0.867	0.024		0.031		
Safeguarding & Commissioning							
Impact of Covid-19	0.000	-0.300	-0.300	-0.300	-0.300	Welsh Government is providing financial assistance, through the hardship funding for the Councils in-house care services. Most additional costs incurred due to Covid are staff costs which are reported within their respective service areas.	
Minor Variances	-1.478	-1.493	-0.015		-0.016		
Total Social Services (excl Out of County)	70.624	70.813	0.190	-0.303	0.189		
Out of County							
Children's Services	8.417	9.352	0.935		0.838	The projected overspend reflects the costs of the current cohort of placements with the budget pressure being influenced by the full year impacts in 2021/22 of a number of new placements made in the second half of 2020/21. This has continued in 2021/22 with a further influx of new placements. The true pressure level has also been partly mitigated by an allocation of £0.650m of one-off grant income from the Welsh Government Social Care Recovery Fund.	
Education & Youth	4.504	4.481	-0.023		-0.051		
Total Out of County	12.921	13.834	0.913	0.000	0.787		
Education & Youth							
Inclusion & Progression	4.462	4.394	-0.068		-0.067	Reduction in underspend at Month 7 due to the current pressures within the EHE service. If demand continues to increase, some of the £0.060m in-year savings offered will need to be used to fund the demand.	
Integrated Youth Provision	1.018	1.018	0.000		-0.101	Due to savings on building cleaning charges at Youth Centres which have been closed due to the COVID-19 pandemic	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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
School Improvement Systems	1.823	1.645	-0.179		-0.183	The underspend of £0.035m in School Improvement is as a result of maximising all grants. The underspend in Early Entitlement includes the maximisation of the EYPDG by allocating existing staff against the grant - £18,500. An efficiency of £0.100m has been identified in relation to WG top-up funding for non-maintained settings, releasing core budget of £0.095m and setting resources mitigated by using EYPDG/RRRS £0.005m. A £0.050m contingency remains within the budget to cover any increased Spring Term 2022 costs.	
Minor Variances	1.726	1.549	-0.177		-0.068		
Total Education & Youth	9.030	8.606	-0.423	0.000	-0.420		
Schools	101.937	101.937	-0.000		0.000		
Streetscene & Transportation							
Service Delivery	8.696	8.845	0.149		0.123	The service has a recurring revenue pressure of £0.050m for security costs following vandalism at the Household Recycling Centres. Plant hire and repairs incurring additional costs of £0.050m, which is attributable to ageing plant and equipment. Street lighting is also incurring a £0.120m revenue pressure on the Community Council Income Budget. However, this has largely been offset by workforce agency costs, which have been recovered through Covid hardship funding claims.	
Highways Network	7.899	8.166	0.267		0.094	Highways service area incurred overspend in excess of £0.050m in staff costs relating to flooding and drainage costs. There are also cumulative minor variances totalling £0.037m across the service, including some additional staff recharges. Fuel costs of £0.032m continue to rise above projections. Impact of Storm Arwen at the end of November and subsequent clean up costs totalling £0.150m.	
Transportation	9.750	9.802	0.052		0.063	Local bus services incurred a revenue pressure of: £0.100m as a result of the Service 5 reprocurement and £0.100m implementation of the Deeside Shuttle Bus Service at the new DIP Park and Ride. Also, additional costs incurred of £0.100m in School Transport due to 5 emergency routes at Maes Hyfryd and 4 new PRU routes. Overspend also from the increased number of school days, 7 days as opposed to budgeted 5 additional school days. The total additional costs have been largely offset by a projected underspend in Social Services Transport as not all services have returned to full operation following the pandemic. However, this underspend could significantly reduce once services start to resume.	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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
Regulatory Services	5.173	5.179	0.007		0.024	Car parking income currently reflects a loss of £0.235m, through maximising eligible funding from the WG Income Loss fund. The service has also incurred savings in recruitment and maintenance costs of parking machines. The overall overspend has been largely offset by favourable market rates for the sale of recyclable materials, but the markets remain volatile.	
Impact of Covid-19	0.000	0.326	0.326	0.326	0.315	Service Delivery has a recurring revenue pressure of £0.050m for additional cleaning and maintenance costs in Alltami depot as a result of the pandemic. Waste operations are showing additional costs of £0.090m in receptacles due to higher demand in waste collections as an effect of people working from home. This service area is also experiencing additional an revenue pressure of £0.090m in plant hire, maintenance and repairs. Additional costs of £0.090m incurred in contractors spend and Traffic Management, as the service was unable to provide the required training and has also faced recruitment delays during the Covid-19 Pandemic.	Maximise WG Hardship Funding opportunities
Other Minor Variances	0.000	0.004	0.004		0.000		
Total Streetscene & Transportation	31.517	32.322	0.804	0.326	0.620		
Planning, Environment & Economy							
Community	0.878	0.970	0.091		0.113	Adverse variance due to the shortfall in Fee Income in both Licensing and Pest Control Services	
Development	0.019	-0.200	-0.219		-0.045	Favourable variance at Month 8 following a receipt of a large one-off Planning Fee and higher than anticipated fee income in Land Charges.	
Regeneration	0.721	0.664	-0.056		-0.017	Favourable variance due to commitment challenge across the Service and higher than anticipated fee income for Markets	
Management & Strategy	1.311	1.172	-0.139		-0.130	Staff savings due to vacant posts	
Impact of Covid-19	0.000	0.000	0.000	0.143	-0.000		
Minor Variances	3.232	3.257	0.025		-0.013		
Total Planning & Environment	6.160	5.863	-0.298	0.143	-0.092		
People & Resources							
HR & OD	2.465	2.300	-0.164	0.013	-0.151	Favourable variance is due to the projected income from the agreed recharge for overheads claimed for the Test, Trace, Protect Project for hosting the service on behalf of the region to March, 2022.	
Corporate Finance	2.166	2.077	-0.089		-0.083	Staff savings due to vacant posts	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Total People & Resources	4.631	4.377	-0.253	0.013	-0.234		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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
Governance							
Democratic Services	2.125	2.046	-0.079	0.003	-0.084	The majority of the variance relates to the reduced take up of Members Allowances and savings from travel expenses due to remote meetings, together with commitment challenge across the service.	
Customer Services	1.030	0.940	-0.090	0.009	-0.088	Favourable variance is due to higher than anticipated fee income levels resulting from the resumption of Ceremonies following the relaxation of COVID restrictions.	Impact of any new COVID restrictions will be monitored closely.
Revenues	0.475	0.067	-0.409		-0.371	Favourable variance is in the main, due to the projected potential surplus on the Council Tax Collection Fund (£0.0260m), Welsh Government Lockdown Admin Grant and minor variances across the service.	
Impact of Covid-19	0.000	0.000	0.000	0.028	0.000		
Minor Variances	6.603	6.505	-0.098		-0.096		
Total Governance	10.233	9.558	-0.675	0.040	-0.639		
Strategic Programmes							
Minor Variances	4.648	4.612	-0.035		-0.031		
Total Strategic Programmes	4.648	4.612	-0.035	0.000	-0.031		
Housing & Assets							
Caretaking & Security	0.262	0.200	-0.062		-0.062	Savings on staffing due to vacancies	
Industrial Units	-1.237	-1.467	-0.230		-0.230	Due to unbudgeted income from new lease at power generation site	
Benefits	12.850	12.909	0.058		0.030	Net pressure within the overall service due to bad debts re. overpayments not being fully offset by savings elsewhere within the service including additional staffing costs which are being supported by the WG COVID-19 Hardship fund	
Housing Solutions	1.049	0.963	-0.086		-0.024	Underspend on Bed and Breakfast costs due to demand pressures in this area currently being funded by the WG COVID-19 Hardship fund	
Impact of Covid-19	0.000	0.001	0.001	0.001	0.000		
Minor Variances	1.455	1.557	0.102		0.097	Cumulative minor variances across the portfolio	
Total Housing & Assets	14.380	14.164	-0.216	0.001	-0.188		
Chief Executive's							
	2.354	2.184	-0.170		-0.157	Staff savings due to vacant posts	
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Central & Corporate Finance							
	26.241	26.006	-0.235		-0.203	Over recovery of planned pension contributions recoupment against actuarial projections based on the current level of contributions received during the year. Projected outturn on Matrix Rebates and inflation pressures anticipated but not required to date.	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - 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
Centralised Costs	2.783	2.466	-0.317		-0.286	Favourable variance due to the fixed electricity rate being set lower than current market levels and an overall reduction in consumption levels	
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	0.000		
Grand Total	297.457	296.741	-0.716	0.220	-0.655		

2021/22 Efficiencies Outturn Tracker - M8

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
		2021/22 £m	2021/22 £m	2021/22 £m		
Portfolio						
Corporate						
Employer Pension Contributions	Reduced requirement due to recovery	Rachel Parry Jones	0.300	0.300	0.000	C G
Workforce - Vacant Post	Reduction of Post	Rachel Parry Jones	0.030	0.030	0.000	C G
Remote Working Impacts	Reduced Operating Costs	Rachel Parry Jones	0.070	0.070	0.000	C G
Remote Working Impacts	Reduced Travel	All	0.200	0.200	0.000	C G
Price Inflation	Removal of Price Inflation	Rachel Parry Jones	0.113	0.113	0.000	C G
Total Corporate Services			0.713	0.713	0.000	
Housing & Assets						
Property Savings (inc Demolition of Phases 3&4; utility savings)		Neal Cockerton	0.450	0.450	0.000	C G
NDR Inflationary Savings		Neal Cockerton	0.120	0.120	0.000	C G
Climate Change Levy		Neal Cockerton	0.295	0.295	0.000	C G
Total Housing & Assets			0.865	0.865	0.000	
Social Services						
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.030	0.000	O G
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.060	0.060	0.000	O G
Social Care Workforce Grant		Neil Ayling	0.430	0.430	0.000	O G
Total Social Services			0.520	0.520	0.000	
Education & Youth						
Integrated Youth Provision	Youth Centres - Premises	Claire Homard	0.020	0.020	0.000	O G
Total Education & Youth			0.020	0.020	0.000	
Streetscene & Transportation						
Discretionary Transport Review - Post 16 Transport	Joint with Education	Katie Wilby	0.200	0.200	0.000	O A
Total Streetscene & Transportation			0.200	0.200	0.000	
Planning, Environment & Economy						
Planning Policy	Reduction of Post	Andy Roberts	0.045	0.045	0.000	C G
Total Planning, Environment & Economy			0.045	0.045	0.000	
Total 2021/22 Budget Efficiencies			2.363	2.363	0.000	

	%	£
Total 2021/22 Budget Efficiencies	100	2.363
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	100	2.363
Total 2021/22 Budget Efficiencies (Less Previously agreed Decisions)		
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	0	0.000

Corporate Efficiencies Remaining from Previous Years

Income Target Remaining	£m
Income Target Efficiency remaining from Previous Years	All Portfolios 0.051
Total Income Efficiency Remaining	0.051 (0.051)

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2021	14.061	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.292
Add - Transfer to Reserve Budget 2021/22		0.471
Add - Transfer from Earmarked Reserves (approved Month 5)		0.585
Less - COVID-19 Emergency Funding Allocation*		(2.317)
Less - Investment in Change (approved Month 2)		0.400
Less - Severe Weather (approved Month 2)		0.250
Less - Organisational Capacity Estimate (approved month 5)		0.103
Less - Childrens Services Social Work Costs (approved Month 5)		0.183
Less - Teachers Pay Award (after additional funding)		0.225
Add - Month 8 projected outturn		(0.716)
Less - projected national pay award increase		
Total Contingency Reserve available for use		6.586

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(37.259)	(36.928)	0.331	0.355	Currently projecting a pressure of £0.331m due to loss of income in relation to vacant properties. Of this, £0.301m relates to void properties, £0.050m relates to the utilities charges on void properties and £0.074m relates to void garages. There is also a pressure of £0.084m relating to a projected reduction in rental income on new build properties which were included in the Business Plan. We are forecasting a reduction in the requirement to top up the Bad Debt Provision of £0.153m. Additional Affordable Housing Grant allocation of £0.053m. There are other minor variances of £0.028m.	
Capital Financing - Loan Charges	8.047	8.047				
Estate Management	1.931	1.928	(0.004)	(0.013)	Minor variances	
Landlord Service Costs	1.469	1.531	0.062	0.042	Additional cost in relation to agency staff £0.035m. Other minor variances £0.027m.	
Repairs & Maintenance	10.431	10.404	(0.026)	(0.027)		
Management & Support Services	2.658	2.841	0.183	0.182	Efficiency in respect of salary costs of (£0.053m). Additional cost of the IT project work £0.050m. Pressure in relation to insurance costs of £0.208m. Minor Variances (£0.022m).	
Capital Expenditure From Revenue (CERA)	13.442	13.442				
HRA Projects	(0.153)	(0.150)	0.003	0.001		
Contribution To / (From) Reserves	(0.566)	(0.566)				
Total Housing Revenue Account	(0.000)	0.548	0.548	0.539		

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