

# Public Document Pack

**Gareth Owens LL.B Barrister/Bargyfreithiwr**  
Chief Officer (Governance)  
Prif Swyddog (Llywodraethu)



Contact Officer:  
Sharon Thomas 01352 702324  
sharon.b.thomas@flintshire.gov.uk

To: Cllr Richard Jones (Chair)

Councillors: Bernie Attridge, Bill Crease, Chris Dolphin, Alasdair Ibbotson,  
Gina Maddison, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross,  
Sam Swash and Linda Thomas

8 September 2023

Dear Sir/Madam

**NOTICE OF HYBRID MEETING**  
**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**THURSDAY, 14TH SEPTEMBER, 2023 at 10.00 AM**

Yours faithfully

Steven Goodrum  
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Lord Barry Jones Council Chamber, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. 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 - 14)

**Purpose:** To confirm as a correct record the minutes of the meeting on 13 July 2023.

## 4 **ACTION TRACKING** (Pages 15 - 18)

Report of Democratic Services Manager -

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

## 5 **FORWARD WORK PROGRAMME** (Pages 19 - 30)

Report of Democratic Services Manager -

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

## 6 **CORPORATE SELF-ASSESSMENT 2022/23** (Pages 31 - 64)

Report of Chief Executive - Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources

**Purpose:** To provide Members with the final report, detailing a summary of the findings following Stage 2 completion including a summary of feedback following consultation and stakeholder engagement.

## 7 **COUNCIL PLAN 2022-23 YEAR-END PERFORMANCE** (Pages 65 - 188)

Report of Chief Executive - Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources

**Purpose:** To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.

8 **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2024/25** (Pages 189 - 204)

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

**Purpose:** To update on the budget estimates and strategy for the setting of the 2024/25 budget.

9 **REVENUE BUDGET MONITORING 2023/24 (MONTH 4) AND CAPITAL PROGRAMME MONITORING 2023/24 (MONTH 4)** (Pages 205 - 258)

Report of Corporate Finance Manager - Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement

**Purpose:** To provide the Revenue Budget Monitoring 2023/24 (Month 4) Report and the Capital Programme 2023/24 (Month 4) Report.

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

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## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **13 JULY 2023**

Minutes of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a hybrid meeting on Thursday, 13 July 2023

**PRESENT: Councillor Richard Jones (Chairman)**

Councillors: Bill Crease, Chris Dolphin, Alasdair Ibbotson, Gina Maddison, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross and Sam Swash

**SUBSTITUTES:** Councillor: Rob Davies (for Bernie Attridge) and Dan Rose (for Linda Thomas)

**CONTRIBUTORS:** Councillor Ian Roberts (Leader of the Council), Councillor Dave Hughes (Deputy Leader of the Council and Cabinet Member for Streetscene and the Regional Transport Strategy), Councillor Paul Johnson (Cabinet Member for Finance, Inclusion & Resilient Communities), Councillor Billy Mullin (Cabinet Member for Governance and Corporate Services), Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment & Economy), Corporate Finance Manager, Corporate Manager (Capital Programme & Assets), Revenues and Procurement Manager, Strategic Finance Managers and Senior Minerals & Waste Planning Officer

For minute number 13

Senior Manager (Safeguarding and Commissioning)

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

### 9. **DECLARATIONS OF INTEREST**

None.

### 10. **MINUTES**

The minutes of the meeting held on 18 May 2023 were approved, as moved and seconded by Councillors Bill Crease and Jason Shallcross.

**RESOLVED:**

That the minutes be approved as a correct record.

### 11. **ACTION TRACKING**

The Democratic Services Manager presented an update on actions arising from previous meetings and agreed to include the all-Member workshop on the work of the Coroner's Office on the Forward Work Programme.

The recommendation was moved by Councillor Sam Swash and seconded by Councillor Jason Shallcross.

**RESOLVED:**

That the Committee notes the progress which has been made.

**12. FORWARD WORK PROGRAMME**

In presenting the current Forward Work Programme, the Democratic Services Manager advised that a training session on chairing and questioning skills would be arranged for Overview & Scrutiny Members in September.

An item requested by Councillor Sam Swash on the acquisition of land for Flintshire cemeteries would be passed to the Environment & Economy Overview & Scrutiny Committee to schedule for a future meeting.

The recommendations were moved and seconded by Councillors Bill Crease and Allan Marshall.

**RESOLVED:**

- (a) That the Forward Work Programme be noted; and
- (b) That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

**13. JOINT FUNDED CARE PACKAGES - UPDATE REPORT**

The Senior Manager (Safeguarding and Commissioning) presented an update on current long-term debt with Betsi Cadwaladr University Health Board (BCUHB) in respect of the delivery of NHS Continuing Health Care packages in Flintshire.

Since the last report in February, the number of outstanding invoices had reduced from 36 to 23, none of which were under one year in age, demonstrating that current invoices were now being processed in a timely manner following the introduction of strengthened arrangements. The resolution of long-term invoices continued to be addressed through regular meetings and the independent arbitration process had recovered a further £0.098m of long-standing debt. Since first discussed at this Committee in October 2022, there had been a 63.3% reduction in outstanding invoices which equated to £0.813m. At the start of July, long-term invoices totalling £0.273m (relating to five individuals) were being progressed through arbitration.

The Chairman queried the figures arising from the £0.327m reported in February as going through arbitration. In addition, he suggested some reasoning on why the operating debt level appeared to have increased from that reported in February.

Councillor Bill Crease said that a standardised approach in presenting the data would assist the Committee in scrutinising and reconciling the figures.

The Chairman recognised that the outstanding amount was reducing which demonstrated that processes were working. He suggested that the Senior Manager liaise with him to review the figures so that an update could be scheduled for September.

The recommendation was moved and seconded by Councillors Bill Crease and Jason Shallcross.

**RESOLVED:**

That the Committee notes the continued proactive budget management of outstanding invoices raised by the Council for payment by Betsi Cadwaladr University Health Board.

**14. REVENUE BUDGET MONITORING 2022/23 (OUTTURN) AND CAPITAL PROGRAMME MONITORING 2022/23 (OUTTURN)**

The Strategic Finance Managers presented reports on the 2022/23 final outturn for the Council Fund and Housing Revenue Account (HRA) and the Capital Programme, prior to consideration by Cabinet.

Revenue Budget Monitoring

On the Council Fund, a favourable movement of £0.907m from month 11 had resulted in the final outturn surplus position of £3.013m. However, it was noted that various one-off items of expenditure totalling £5.876m had been approved for funding from the Contingency Reserve and that taking those amounts from the in-year revenue budget would have resulted in an overall net overspend of £2.863m for 2022/23. The contingency reserve balance as at 31 March 2023 was £9.508m after taking into account previously approved allocations. Payments totalling £5.419m had been claimed from the Welsh Government (WG) Hardship Fund, however there was no confirmation that the funding would continue for 2023/24.

Variances between month 11 and the final outturn were shown in the report including details of significant movements across portfolios. An overview of in-year risks included additional amounts in the 2023/24 budget to reflect continuing high demand for Out of County Placements, Homelessness and School Transport services whilst positive movement on the collection of Council Tax was welcomed. It was also reported that all of the planned efficiencies had been achieved during the year and that a balance of £3.743m of Covid-19 Emergency Reserves would be carried forward. An overview of earmarked reserves was received together with analysis of the outturn position and contingency reserve level over the past five years.

On the HRA, the final outturn showed expenditure of £2.688m higher than budget which left a closing un-earmarked balance of £3.786m, which was well above the recommended guidelines.

In response to questions from Councillor Alasdair Ibbotson, explanation was given on increased income from property under Social Services and earmarked reserves carried forward to meet remaining commitments on the Local Development Plan.

On Streetscene & Transportation, Councillor Sam Swash asked about the likelihood of the waste recycling infraction charge being levied on the Council. The officer responded that this was still under consideration by WG and that he would pursue an update from the portfolio.

Clarification was also given to Councillor Allan Marshall on the presentation of data in the table of earmarked reserves which showed levels at year-end moving into the next financial year.

Councillor Paul Johnson paid tribute to the work undertaken to reach an operating surplus position at year-end.

The Chairman thanked the Revenues & Procurement Manager and his team for the positive outturn on the collection of Council Tax. As requested, the Strategic Finance Manager provided explanation on late minor movements between approved budgets and said that from month 4, information would be included within the report on all movements to approved budgets. The Chairman also highlighted the Committee's involvement on the reduction of outstanding debt for continuing health care joint packages and the cashflow benefit to the overall financial position.

### Capital Programme

The revised programme for 2022/23 was £58.830m taking into account all changes including carry forward sums and savings transferred back to the programme. Changes during the last quarter were mainly due to the allocation of additional WG grant funding and budget re-profiling. Actual expenditure for the year totalled £55.013m which was 93.51% of the budget, leaving a £3.817m underspend recommended to be carried forward for the completion of schemes in 2023/24. Additional allocations identified in the final quarter were summarised in paragraph 1.16. Total savings of £0.013m were identified and the final outturn position had resulted in a revised opening funding position surplus of £1.302m, prior to the realisation of additional capital receipts and/or other funding sources.

The recommendations were moved and seconded by Councillors Allan Marshall and Jason Shallcross.



**RESOLVED:**

- (a) That having considered the Revenue Budget Monitoring 2022/23 (final outturn) report, the Committee confirms that there are no specific matters to be raised with Cabinet; and
- (b) That having considered the Capital Programme Monitoring 2022/23 (final outturn) report, the Committee confirms that there are no specific matters to be raised with Cabinet.

**15. REVENUE BUDGET MONITORING 2023/24 (INTERIM)**

The Strategic Finance Manager presented a report on the interim in-year budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account (HRA). This was an exception report on potential significant variances which could impact on the financial position in 2023/24. Financial risks only had been highlighted at this stage with a detailed monitoring report scheduled for September.

As previously reported, the final level of Council Fund contingency reserve carried into 2023/24 was £9.508m (subject to audit) along with £3.743m of remaining Covid-19 emergency reserves. Based on high level assumptions, the report detailed a range of potential variations to budget identified by portfolios at this early stage. On un-earmarked reserves, the report highlighted the impact of the current estimated pay award shortfall upon the contingency reserve, along with the recommended contribution to the Theatr Clwyd Trust's opening reserve position as set out in paragraph 1.13. On the HRA, a risk to the projected outturn on rental income from void HRA properties would be closely monitored.

On questions from Councillor Jason Shallcross, the Strategic Finance Manager said there was uncertainty on whether WG would continue to fund teachers' pay awards beyond 2022/23 and 2023/24. On fleet contract renewal, he agreed to seek a response from the service on carbon reduction initiatives.

Councillor Bill Crease asked about the terms of the contribution to Theatr Clwyd to which the Chief Executive clarified that this was one-off provision set out within the clause of the cultural services agreement.

The Chairman noted the range of pressures across all portfolios and asked about arrangements to monitor and mitigate the risk from void properties. The Chief Executive gave assurance that regular progress updates were being reported to the Community & Housing Overview & Scrutiny Committee.

The recommendation, as amended, was moved and seconded by the Chairman and Councillor Bill Crease.

**RESOLVED:**

That having considered the Revenue Budget Monitoring 2023/24 (Interim) report, the Committee notes the recommended contribution to the Theatr Clwyd Trust.

**16. MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2024/25**

The Chief Executive and Corporate Finance Manager presented a report on the first stage of the Medium Term Financial Strategy and the additional budget requirement for 2024/25. The report set out the revised forecast prior to cost pressures and efficiency proposals being reviewed at Overview & Scrutiny meetings. A budget workshop had also been scheduled for 31 July which would provide Members with the opportunity to gain a better understanding of the financial position and contribute to a developing budget strategy.

At this stage, the revised forecast indicated an additional budget requirement of £32.222m of revenue resources for 2024/25, taking into account the latest national position on public sector pay, the estimated impact of known changes to service demand and the ongoing impacts of inflation. The majority of the cost pressures related to nationally agreed pay awards along with inflationary and service demand pressures in social care.

Whilst the indicative allocation of a 3.1% increase for 2024/25 (provided as part of the 2023/24 Local Government Settlement) was welcomed, it was at a considerably lower level than previous years, reflecting an estimated uplift of around £7.8m. If this remained unchanged, there would be significant challenges to the budget for 2024/25 to meet service demands and inflationary impacts, most of which were outside the control of the Council. A detailed budget strategy needed to be developed in parallel to contributing to national discussions on the financial outlook across Wales. The timeline within the report detailed the process for consultation and update reports on the forecast and solutions.

The recommendation was moved by Councillor Allan Marshall and seconded by Councillor Jason Shallcross.

**RESOLVED:**

That having considered the Medium Term Financial Strategy and Budget 2024/25 report, the Committee confirms that there are no specific matters to be reported back to Cabinet when it considers the report.

**17. COUNCIL TAX COLLECTIONS, DISCRETIONARY (s13a) DISCOUNTS/WRITE OFFS**

The Revenues & Procurement Manager presented the report on the current policy criteria and circumstances (with statistical analysis) where the Council already applied discretionary discounts or wrote off Council Tax amounts, following a request by Councillor Alasdair Ibbotson. The Corporate Debt Recovery Policy framework adopted in 2019 included proportionate measures to support those in need and was underpinned by effective income management processes which were critical to the delivery of overall Council objectives due to the impact of uncollected Council Tax on the wider budget and future Council Tax rises. As a point of accuracy on the analysis of write-offs, it was clarified that debts remitted by the Magistrates Court during committal legal action in 2022/23

totalled £26,543 with £35,668 being the total for individual voluntary arrangements.

In addition to statutory legislation, Section 13A discretionary powers offered flexibility for councils to introduce local discount schemes in exceptional cases. Other than the Local Authority Foster Carers Council Tax Discount scheme, the policy in Flintshire was to exercise its S13A powers where other Council Tax exemptions/discounts had been exhausted and only in cases of natural disasters and civil emergencies.

Councillor Alasdair Ibbotson raised concerns that whilst residents were signposted to appropriate support, the wording in the current policy on discretionary discounts was too broad and did not include clear guidance. He suggested that this Committee and Cabinet consider the publication of clear policy guidance to assist residents and give an indication of the levels of discount that could be expected from the delegated decision-maker, to show transparency.

In addition, he said there may be a small number of insolvency cases with the Council as the sole creditor and that those individuals were potentially amongst the most vulnerable residents and were likely to apply for a Debt Relief Order (DRO) which was subject to an administration fee. As an alternative approach, he suggested that agreement could be reached with those individuals to pay a portion of the cost of that fee to the Council with the balance of the debt written off via a S13A request. This would result in the Council recovering an additional small amount and would reduce costs for partner organisations in progressing the DRO, therefore reducing the financial burden on the taxpayer.

On that basis, he proposed that Cabinet review and produce a comprehensive policy on s13A taking on board the comments raised here and to consult on that policy with Overview & Scrutiny.

The Revenues & Procurement Manager supported the proposal for greater clarity on the policy criteria for discretionary discounts. In response to the second suggestion, he said that recent analysis of a sample of DRO applications for Council Tax had identified none where the Council was the sole creditor. He went on to respond to questions on Flintshire's support for care leavers which had since become a statutory discount scheme in Wales and the Council's responsibilities as the billing authority collecting precepts on behalf of others.

The Chief Officer (Governance) supported the proposal for officers to develop a clearer policy. On the second suggestion, he referred to the data on DROs and the benefit to those individuals but pointed out the need for a cautious approach linked with the statutory DRO scheme.

Councillor Paul Johnson also spoke in favour of the policy guidance as did Councillor Sam Swash.

Following a question from Councillor Allan Marshall, the Revenues & Procurement Manager advised that although there was legal provision for a prompt payment discount, he was not aware of any council offering that incentive.

In response to the comments raised, he cited examples of criteria where discretionary discounts could be applied.

The proposal for a clearer policy was welcomed by the Chairman who sought views on the next stage. Due to the time required to develop detailed guidance, it was agreed that the proposal put forward by Councillor Ibbotson would enable Cabinet to review the matter first, prior to a detailed report back to this Committee at a future date.

On that basis, the recommendations were moved and seconded by Councillors Ibbotson and Swash.

**RESOLVED:**

- (a) That the Committee notes and supports the work undertaken to maximise collections of Council Tax, maximise the take-up of discounts and reductions, and help those who struggle to pay;
- (b) That the Committee notes and supports the circumstances where, in line with Cabinet policies, s13a discretionary discounts are already awarded and the limited circumstances and funds to waive or reduce Council Tax;
- (c) That the Committee endorses the exceptional circumstances where write offs are undertaken and which result in losses of income to fund public services; and
- (d) That Cabinet review and produce a comprehensive policy on s13a discretionary discounts, taking into account the comments raised and to consult with Overview & Scrutiny, scheduling a report back to this Committee at a future date.

**18. DELIVERING PUBLIC SERVICES IN THE 21<sup>ST</sup> CENTURY: SHARED SERVICES**

The Corporate Manager (Capital Programme & Assets) introduced a report on shared services following the discussion in April which explored the benefits and limitations of outsourcing and/or creating shared services as a means to deliver Council services. The report provided a brief overview of shared services along with local examples including a case study on joint Procurement Services with Denbighshire County Council.

A presentation was given by the Chief Officer (Planning, Environment & Economy) and Senior Minerals & Waste Planning Officer on the Minerals and Waste Shared Planning Service in North Wales. In addition to detailing the experiences of establishing the shared service, the presentation highlighted the benefits, challenges and learning. Having recently been shared with the Royal Town Planning Institute and Minerals Planning Association for the UK, it had been recognised as best practice for services with limited resources.

In welcoming the presentation, the Chairman reminded the Committee of the background to the request for this item, in particular to look at the sharing of back-office services such as legal, ICT etc which worked well in the private sector. He spoke about the benefits and challenges in considering sharing resources.

His views were echoed by Councillor Bill Crease who referred to the potential to develop standard ICT applications across the organisation to achieve short-term savings. Whilst acknowledging the challenges in agreeing a unified approach with other authorities, he gave examples of where savings could be made through joint procurement.

The Chief Officer (Governance) responded to the comments and spoke about the key objective for shared arrangements to deliver improved services with financial benefits. He went on to say that the majority of service costs related to staff and therefore reducing headcount was one of the main cost savings in creating shared services.

Councillor Paul Johnson referred to the complexities and suggested looking at other examples across the UK.

Councillor Crease called for a consistent approach across portfolios to identify opportunities on which the Committee could have regular oversight.

The Chairman spoke about the role of the Committee and asked if Members wished to receive information on joint ventures including examples of authorities working together across the region.

The Chief Executive referred to the Council's lean operating model and its current and forecasted financial position, highlighting the time and resources needed to understand the implications and risks. He said that opportunities would continue to be explored and suggested that he liaise with officers to arrange for presentations on various themes for services/contracts to be shared with the Committee, accompanied by the relevant officers.

The Chairman agreed and asked that officers engage with him on this. He moved the recommendations and was seconded by Councillor Crease.

**RESOLVED:**

- (a) That the Committee notes the contents of the report and the local examples of shared services provided, including those in the accompanying appendix and presentation; and
- (b) That officers liaise with the Chairman in order to schedule presentations on various themes at future meetings.

**19. MEMBERS OF THE PRESS IN ATTENDANCE**

None.

(The meeting started at 10am and ended at 1.15pm)

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**Chairman**



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 14 September 2023
<b>Report Subject</b>	Action Tracking
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them.

Any outstanding actions will be reported back to the next monthly meeting.

### RECOMMENDATIONS

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

<b>1.00</b>	<b>EXPLAINING THE ACTION TRACKING REPORT</b>
1.01	<p>In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points.</p> <p>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.</p>
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 1.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The creation of the Action Tracking report increases workflow but should provide greater understanding and efficiency.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Where appropriate, action owners have been contacted to provide an update on their actions.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Corporate Resources OSC Action Points

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of previous meetings of the committee if identified in the report.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Steven Goodrum, Democratic Services Manager <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Steven.Goodrum@flintshire.gov.uk">Steven.Goodrum@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b> These are provided corporately on the Infonet (link) and maintained by the Executive Office
8.01	Not applicable.



**ACTION TRACKING FOR THE CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Status
18.05.2023	8. Employment and Workforce End of Year Update	The Corporate Manager, People and Organisational Development agreed to share analysis on the full range of data when it was published in September.	Corporate Manager, People and Organisational Development	Data to be circulated to the committee when it becomes available.	Open
		Review data on voluntary school staff leavers to establish if information is available on the proportion leaving to work at another school as opposed to departing the education professional altogether.	Corporate Manager, People and Organisational Development	Update to be provided when the next report is presented to committee.	Open
		In relation to staff turnover, comparison to similar authorities was requested to be provided.	Corporate Manager, People and Organisational Development	Update to be provided when the next report is presented to committee.	Open
13.07.2023	10. Council Tax Collections, Discretionary (s13a) Discounts/Write Offs	That Cabinet review and produce a comprehensive policy on s13a discretionary discounts, taking into account the comments raised and to consult with Overview & Scrutiny,	Revenues & Procurement Manager	To be scheduled in appropriate FWP's.	Open

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Status
		scheduling a report back to this Committee at a future date.			
	11. Delivering public services in the 21st century: Shared Services	That officers liaise with the Chairman in order to schedule presentations on various themes at future meetings.	Various	To be scheduled in appropriate FWP's.	Open



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 14 September 2023
<b>Report Subject</b>	Forward Work Programme
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members.

By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues.

A copy of the Forward Work Programme is attached at Appendix 1 for Members' Consideration.

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

### RECOMMENDATIONS

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	<p>The Forward Work Programme (FWP) is intended to set out the Committee's schedule of work for the coming months.</p> <p>It is a 'working document' that remains under constant review to ensure that the Committee is carrying out the proper level of scrutiny and is focussing on the appropriate areas in accordance with its Terms of Reference (included as Appendix 2).</p>
1.02	<p>Items feed into a Committee's Forward Work Programme from a number of sources.</p> <p>Members can suggest topics for review by Overview &amp; 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.</p> <p>Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.</p>
1.03	<p>Members are encouraged to consider and propose items for inclusion on the FWP, noting the guidance at paragraph 1.06.</p> <p>The Committee's 'Terms of Reference' is included as Appendix 2 to help with this.</p>
1.04	<p>In addition to the reports scheduled on FWP included as Appendix 1, several other 'themed' topics and reports will be placed before the committee in the coming months, including:</p> <ul style="list-style-type: none"> <li>• Capital Programme and Assets 'themed' meeting.</li> <li>• Corporate Services 'themed' meeting.</li> <li>• Strategic and Partnership Working 'themed' meeting.</li> <li>• Updated MTFS (likely December 2023).</li> <li>• Budget Setting 2024-25, in October or November 2023.</li> <li>• Community Safety Partnership Annual Report.</li> <li>• North Wales Economic Ambition Board.</li> <li>• Organisational Design &amp; Change Programme.</li> <li>• Update on Corporate Joint Committees (CJCs).</li> <li>• Alternative Delivery Models.</li> </ul>
1.05	<p>As well as the 'targeted' work items, there are standard, regular reports that follow a 'pattern'. These are included in Appendix 1 under 'Regular Items and will be scheduled on the FWP accordingly.</p>
1.06	<p>When identifying any additional topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"> <li>1. Will the review contribute to the Council's priorities and/or objectives?</li> </ol>

	<ul style="list-style-type: none"> <li>2. Is it an area of major change or risk?</li> <li>3. Are there issues of concern in performance?</li> <li>4. Is there new Government guidance or legislation?</li> <li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li> <li>6. Is the issue of public or Member concern?</li> </ul>
1.07	Training sessions have been arranged specifically for members of the scrutiny committees in the autumn. Invitations have been issued to all members of scrutiny committees, and they will be delivered by the Welsh Local Government Association.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Publication of this report constitutes consultation.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme. Appendix 2 – CROSC ‘Terms of Reference’

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Steven Goodrum, Democratic Services Manager <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Steven.Goodrum@flintshire.gov.uk">Steven.Goodrum@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	Not applicable.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

**Current FWP (September 2023)**

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
<p>10am – 12<sup>th</sup> October 2023</p> <p>TBC Page 23</p>	<p><b>Joint Funded Care Packages – Update Report</b></p>	<p>To provide an update on the budget management of outstanding invoices raised by the Council for payment by BCUHB.</p>	<p>Performance monitoring</p>	<p>Chief Officer (Social Services) and Corporate Finance Manager</p>
	<p><b>Revenue Budget Monitoring 2023/24 (Month 5)</b></p>	<p>To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.</p>	<p>Performance monitoring</p>	<p>Corporate Finance Manager</p>
	<p><b>Cyber Resilience Report</b></p>	<p><i>The provide details of a report from Audit Wales that summarised the learning from recent cyber-attacks and the subsequent follow up work on cyber resilience.</i></p>	<p>Assurance</p>	<p>Chief Officer (Governance)</p>
<p>10am – 16<sup>th</sup> November 2023</p>	<p><b>Revenue Budget Monitoring 2023/24 (Month 6) and Capital Programme Monitoring 2023/24 (Month 6)</b></p>	<p>To provide Members with the Revenue Budget Monitoring 2023/24 (Month 6) Report and the Capital Programme 2023/24 (Month 6) Report and Significant Variances.</p>	<p>Performance monitoring</p>	<p>Corporate Finance Manager</p>
	<p><b>Capital Strategy Including Prudential Indicators</b></p>	<p>To present the Capital Strategy 2023/24 - 2025/26</p>	<p>Performance monitoring</p>	<p>Corporate Finance Manager</p>

## CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
<b>TBC</b>	<b>2024/25 to 2026/27</b>	for review		
	<b>Capital Programme 2024/25 – 2026/27</b>	To present the Capital Programme 2024/25 - 2026/27 for review	Performance monitoring	Corporate Finance Manager
	<b>Joint Procurement Service Annual Report 2022/23</b>	<i>To receive a performance update report on the Joint Procurement Service with Denbighshire County Council.</i>	<i>Performance monitoring</i>	<i>Chief Officer (Governance)</i>
<b>10am – 14<sup>th</sup> December 2023</b> <b>Page 24</b> <b>TBC</b>	<b>Joint Funded Care Packages – Update Report</b>	To provide an update on the budget management of outstanding invoices raised by the Council for payment by BCUHB.	Performance monitoring	Chief Officer (Social Services) and Corporate Finance Manager
	<b>Revenue Budget Monitoring 2023/24 (Month 7)</b>	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager
	<b>Council Plan Mid-Year Performance Reporting</b>	<i>To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.</i>	<i>Performance monitoring</i>	<i>Chief Executive</i>
<b>10am – 11<sup>th</sup></b>	<b>Revenue Budget Monitoring</b>	To provide the latest revenue budget monitoring position for	Performance monitoring	Corporate Finance



## CORPORATE RESOURCES OVERVIEW &amp; SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
January 2024	2023/24 (Month 8)	2023/24 for the Council Fund and Housing Revenue Account.		Manager
<b>10am – 8<sup>th</sup> February 2024</b>  Page 25 TBO	<b>Joint Funded Care Packages – Update Report</b>	To provide an update on the budget management of outstanding invoices raised by the Council for payment by BCUHB.	Performance monitoring	Chief Officer (Social Services) and Corporate Finance Manager
	<b>Revenue Budget Monitoring 2023/24 (Month 9) and Capital Programme Monitoring 2023/24 (Month 9)</b>	To provide Members with the Revenue Budget Monitoring 2023/24 (Month 9) Report and the Capital Programme 2023/24 (Month 9) Report and Significant Variances.	Performance monitoring	Corporate Finance Manager
	<b><i>Public Services Ombudsman for Wales (PSOW) Annual Letter 2021-22 and Complaints against Flintshire County Council during the first half of 2022-23.</i></b>	<i>To share the Public Services Ombudsman for Wales Annual Letter 2022-23 and Complaints made against Flintshire County Council Services in the first half of 2023-24 (April-September 2023).</i>	Assurance	Chief Officer (Governance)
<b>10am – 7<sup>th</sup> March 2024</b>	<b>Revenue budget monitoring 2023/24 (month 10)</b>	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
10am – 13 <sup>th</sup> June 2024	Revenue Budget Monitoring 2023/24 (Outturn) and Capital Programme Monitoring 2023/24 (Outturn)	To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2023/24.	Performance monitoring	Corporate Finance Manager

## CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

### Regular Items

Month	Subject	Purpose of Report / Presentation	Responsible / Contact Officer
Quarterly / Annual	Performance Reporting	To consider performance outturns for improvement targets against directorate indicators.	Chief Executive
Monthly	Revenue Budget Monitoring	To provide the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
Twice-Yearly	Employment and Workforce Update	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Corporate Manager, People and Organisational Development
Annually	Public Services Ombudsman for Wales (PSOW) Annual Letter and Complaints against Flintshire County Council	To share the Public Services Ombudsman for Wales Annual Letter and Complaints made against Flintshire County Council Services	Chief Officer (Governance)

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# Corporate Resources Overview & Scrutiny Committee Terms of Reference

## Main Contributors

- Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure
- Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
- Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
- Chief Executive
- Chief Officer (Governance)
- Corporate Finance Manager

## Scope

To fulfil all the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the list below.

### **Corporate Management and Governance**

- Council strategic and improvement planning (Council Plan)
- Council performance and performance systems
- Customer Services and contact
- Finance Strategy
- Revenue and capital strategic planning Revenue and capital budget monitoring

### **Clwyd Pension Fund**

### **ICT and Digital Strategies**

### **People Strategy**

- Organisational Design & Change Programme

### **Corporate Services**

- Corporate Communications
- Financial services
- ICT Services
- Information and Business Services Procurement
- HR Business Partnering
- Occupational Health and Wellbeing Employment Services
- Legal Services
- Democratic Services
- Revenues

### **Strategic and Partnership Working**

- Partnership and collaborative working frameworks

- Public Service Board
- Civil Contingencies
- Emergency Planning

### **Crime and Disorder**

- Community Safety Partnership
- North Wales Fire & Rescue Authority & Service
- North Wales Police & Crime Commissioner North
- Wales Police Service
- North Wales Probation Service

### **Capital Programme and Assets**

- Corporate Property Maintenance Service
- Property and Design Consultancy
- Valuation and Estates Service
- Community Assets
- Community Asset Transfer Programme
- NEWydd

Note. Corporate Resources Overview & Scrutiny is also the designated 'crime & disorder scrutiny' committee.



## CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 14 September 2023
<b>Report Subject</b>	Corporate Self-Assessment 2022/23
<b>Cabinet Member</b>	Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Assurance

### EXECUTIVE SUMMARY

The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A Council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.'

This is the Council's second year completing the Corporate Self-assessment. For 2022/23, the model was reviewed and adapted slightly to include an additional two questions within Theme A (Vision, Strategy and Performance Reports), to ensure that the Well-being of Future Generations (Wales) Act 2015 and Integrated Impact Assessments (IIA's) were incorporated.

The Self-assessment Model follows a three-stage process:

**Stage One** - 'desk-based' analysis and evaluation.

**Stage Two** - opinion sourcing, consultation, and engagement.

**Stage Three** - final published assessment and improvement plan.

The results of the Corporate Self-assessment identified that overall, the Council is performing well against the assessment; **3%** Very Best Practice, **6%** Very Best Practice / Good Evidence and **74%** Good Evidence. The results of the Corporate Self-assessment also identified opportunities for improvement; **14%** Evidence but Further Action Required and **2%** Some Evidence but Lacking in Key Areas

Very Best Practice

The Theme / Question scored as 'Very Best Practice' (Score 5) identified in the self-assessment relates to:

- **Theme F – Partnership Working**

Question: Does the Council engage in local, regional, and national partnerships and collaborations (F26).

Opportunities for Improvement 2022/23

Four Themes / five Questions scored as 'Evidence but Further Action Required' related to:

- **Theme B – Resource Planning and Management**

- Question: Are these strategies sustainable, and dynamic, in adapting to change and the future? (B13)

- **Theme C - Organisational Governance, Ethics and Values**

- Question: How well are these frameworks and codes applied and observed? (C15)

- **Theme D - Organisational Leadership and Structure**

- Question: Does the Council have an adopted organisational structure and a preferred working culture? (D20)

- Question: Is it evident that the preferred working culture is pre-dominant and effective? (D22)

- **Theme G – Customer and Community Engagement**

- Question: Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place? (G31)

There was one Theme / Question that scored as 'Some Evidence but Lacking in Key Areas' and this relates to;

- **Theme G - Customer and Community Engagement**

- Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place? (G29)

Appendix A, Section 10 provides the details to support these areas of improvement.

## RECOMMENDATIONS

1	To accept and approve the findings of the Corporate Self-Assessment 2022/23
2	To approve the opportunities for improvement identified in Corporate Self-Assessment 2022/23

## REPORT DETAILS

<b>1.00</b>	<b>Explaining the Corporate Self-Assessment 2022/23</b>
1.01	The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A council must produce a self-assessment report in respect of each financial year. The report must set



	<p>out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.’ This document aims to achieve the duty set out above for the Act and for the use by the Council.</p>
1.02	<p>Under the Local Government and Elections (Wales) Act 2021, the Council must put in place a system of Corporate Self-assessment to review the extent to which:</p> <p>a) it is exercising its functions effectively,  b) it is using its resources economically, efficiently, and effectively, and  c) its governance is effective for securing the matters set out in paragraphs (a) and (b).</p>
1.03	<p>The Self-assessment model focuses on eight themes and considers a set of core questions within each of these themes outlined further in this document. As with all models there will inevitably be overlaps across themes, however, the themes are sufficiently defined and demarked to avoid too much overlapping or duplication.</p> <p>The Self-Assessment Model follows three stages:</p> <p style="text-align: center;"><b>Stage One</b> - ‘desk-based’ analysis and evaluation  <b>Stage Two</b> - opinion sourcing, consultation and  <b>Stage Three</b> - final published assessment and improvement plan</p>
1.04	<p>A Project Board was established for the Corporate Self-assessment and comprised of a Project Board Chair, a senior responsible officer, and officers from across Portfolios. Each of the officers who sit on the Project Board are considered to have the ability to conceptualise new models and new ways of working, have an understanding of their service whilst having sufficient seniority within the Council to have taken the Self-assessment forward into its second year.</p>
1.05	<p>Stage One of the self-assessment was an analysis and evaluation against the Themes, listed below:</p> <ul style="list-style-type: none"> <li>• <b>A</b> - Vision, Strategy and Performance</li> <li>• <b>B</b> - Resource Planning and Management</li> <li>• <b>C</b> - Organisational Governance, Ethics and Values</li> <li>• <b>D</b> - Organisational Leadership and Operating Models</li> <li>• <b>E</b> - Innovation and Change Management</li> <li>• <b>F</b> - Partnership Working</li> <li>• <b>G</b> - Customer and Community Engagement</li> <li>• <b>H</b> - Risk Management and Business Continuity</li> </ul>
1.06	<p>We drew upon the Council’s Annual Governance Statement (AGS) model of evaluation and scoring, and evidence capturing, as this model is known to be effective. The model is a useful platform for challenging and moderating variations in opinion through facilitated review. The scoring criteria is listed below:</p>

	<p><b>Score 5</b> – Very best practice  <b>Score 4</b> – Good evidence  <b>Score 3</b> – Evidence but further action required  <b>Score 2</b> – Some evidence but lacking in key areas  <b>Score 1</b> – No evidence</p>																		
1.07	<p>Stage Two of the self-assessment sets out the conclusions from the analysis and evaluation of Stage One. This was carried out by the project board using peers from other portfolios to keep the assessment focused and to give consistency of check and challenge.</p> <p>The results of Stage One were shared at a Senior Leadership Academy where the results were considered, challenged, and evaluated. During Stage Two, consultation was undertaken with Members from both the Governance and Audit Committee and the Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores. The final results of the self-assessment are detailed in the graph below:</p> <div data-bbox="320 819 1313 1480" data-label="Figure"> <p>Corporate Self-Assessment Scores 2022/23</p> <table border="1"> <thead> <tr> <th>Score</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Score 2</td> <td>2</td> <td>6%</td> </tr> <tr> <td>Score 3</td> <td>5</td> <td>14%</td> </tr> <tr> <td>Score 4</td> <td>26</td> <td>74%</td> </tr> <tr> <td>Score 4/5</td> <td>1</td> <td>3%</td> </tr> <tr> <td>Score 5</td> <td>1</td> <td>3%</td> </tr> </tbody> </table> </div>	Score	Count	Percentage	Score 2	2	6%	Score 3	5	14%	Score 4	26	74%	Score 4/5	1	3%	Score 5	1	3%
Score	Count	Percentage																	
Score 2	2	6%																	
Score 3	5	14%																	
Score 4	26	74%																	
Score 4/5	1	3%																	
Score 5	1	3%																	
1.08	<p>Following the pilot of the Corporate Self-assessment 2021/22, there has been improvements to the process for 2022/23. This included not only the Members Workshop but also consultations with the workforce and Trade Union representatives.</p>																		
1.09	<p>Stage Three is being presented here which includes published assessment and an improvement plan, which will be led by the Cabinet and run through the Corporate Resources Overview and Scrutiny Committee and Governance and Audit Committee for input and assurance in March 2024.</p>																		
1.10	<p>Overall based on the range of questions asked against the eight Themes it is considered that the Council:</p> <p>a) Does exercise its functions effectively.</p>																		

	<p>b) Uses its resources economically, efficiently, and effectively; and  c) Has effective governance for securing the matters set out in paragraphs (a &amp; b)</p> <p>This is consistent with the findings and areas for improvements within the Council Annual Governance Statement and the Annual Performance Report for the year 2022/23.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Chief Executive, Chief Officers, Senior Officers (Senior Leadership Academi), Trade Unions and the Workforce have all been consulted on the Corporate Self-Assessment along with Members from both the Corporate Resources Overview and Scrutiny Committee and Governance and Audit Committee.</p> <p>Cabinet will also have the opportunity to consider and review the content of the Corporate Self-assessment and the Opportunities for Improvement (detailed within the Corporate Self-assessment).</p>

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
4.01	Integrated Impact Assessments and Risk Management feed into the Corporate Self-Assessment and are assessed within the themes and questions.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Corporate Self-Assessment 2022/23

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Council Plan 2022/23  Council Plan Monitoring Reports 2022/23  Annual Governance Statement 2022/23</p>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Emma Heath (Strategic Performance Advisor)  <b>Telephone:</b> 01352 702 744  <b>E-mail:</b> <a href="mailto:emma.heath@flintshire.gov.uk">emma.heath@flintshire.gov.uk</a></p>

8.00	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Council Plan:</b> the document which sets out the annual priorities of the Council. 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.</p> <p><b>Annual Governance Statement:</b> is a public document that reports on the extent to which we as the Council comply with our own code of governance. This is a requirement by the Accounts and Audit (Wales) Regulations 2018 to prepare a statement on internal control.</p>

2022/23

Flintshire County Council  
Corporate Self-Assessment

Draft V6

## What is the Purpose of this Document?

This document details the Council’s Corporate Self-assessment and identifies areas of best practise and areas for further improvement. The document explains:

Section	Content	Page
1.	What is the Corporate Self-Assessment?	3
2.	Process of Review and Timeframe	4
3.	Scoring Criteria	5
4.	Comparison between 2021/22 and 2022/23 (Summary of the Effectiveness of the Council’s Corporate Self-Assessment)	5
5.	External Assurance	6
6.	Council Performance	7
7.	Consultation and Engagement	7
	7a. Engagement with Stakeholders	7
	7b. Consultation with Employees	7
8.	Key themes of the Corporate Self-Assessment:	8
	Theme A – Vision, Strategy and Performance	
	Theme B – Resource Planning and Management	
	Theme C – Organisational Governance, Ethics and Values	
	Theme D – Organisational Leadership and Operating Models	
	Theme E – Innovation and Change Management	
	Theme F – Partnership Working	

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	Theme G – Customer and Community Engagement	
	Theme H – Risk Management and Business Continuity	
9.	Progress on Opportunities for Improvement from 2021/22	19
10.	Opportunities for Improvement in 2022/23	22
11.	Certification	26

# 1. What is the Corporate Self-Assessment?

The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.' This document aims to achieve the duty set out above for the act and for the use by the Council.

The Corporate Self-assessment is a comprehensive assessment of the corporate organisation and not a detailed assessment of the performance of each service portfolio, the assessment themes are designed in this way.

The self-assessment is meant to provide a platform for assurance and self-improvement and would lead to an improvement plan for the organisation.

The Self-assessment Model focused on eight themes and considered a number of core questions within each of these themes, outlined further in this document. As with all models there will inevitably be overlaps across themes however, the themes are sufficiently defined and demarked to avoid too much overlapping or duplication.

The Self-assessment Model followed three stages:

- **Stage One** - 'desk-based' analysis and evaluation of available documents and evidence, and some internal triangulation through review and moderation
- **Stage Two** - opinion sourcing, consultation and engagement and 'triangulation'
- **Stage Three** - production of a formal and final published assessment and improvement plan which will be led by the Cabinet and run through both the Corporate Resources Overview and Scrutiny Committee and the Governance and Audit Committee for input and assurance.

The first stage was more evidential, this included the presence of strategies and evaluative reports e.g., regulatory reports, the Annual Governance Statement (AGS), the Annual Performance Report. The second stage, more qualitative through consultation with key stakeholders, whilst the third stage is the closing stage involving the production and publication of a formal and final assessment and action plan.



## 2. Process of Review and Timeframe

A timeframe to complete each of the three stages of the Corporate Self-assessment was identified as follows:

Stage	Task	Timeline
One	Desk-based' analysis and evaluation of available documents and evidence, and some internal triangulation through review and moderation	November 2022 – January 2023
Two	Opinion sourcing, consultation and engagement and 'triangulation'	February - June 2023
Three	Closing stage, production of a formal and final published assessment and action plan. Led by the Cabinet and run through both the Overview and Scrutiny Committee and the Governance and Audit Committee for input and assurance	July - October 2023

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A Project Board was established in 2021, comprising of a Project Board Chair, a senior responsible officer, and officers from across portfolios that were either currently Performance Leads or officers who were previously part of the Governance Recovery Group during the Council's response phase to the pandemic. Each of the officers who sat on the Project Board were considered to have the ability to conceptualise new models and new ways of working, understand their portfolio services, whilst having sufficient seniority within the Council to take the Self-assessment forward.

We drew upon the Council's AGS model of evaluation, scoring and evidence capturing as this model was known to be effective. The model was a useful platform for challenging and moderating variations in opinion through facilitated review. A report was initially shared at Governance and Audit Committee in July 2021 on the development of the Self-assessment model, the proposed model for the first Corporate Self-assessment was endorsed.

This is the Council's second year completing the Corporate Self-assessment. For 2022/23, the model and approach was reviewed and adapted slightly to include an additional two questions within Theme A (Vision, Strategy and Performance Reports), to ensure that the Well-being of Future Generations (Wales) Act 2015 and Integrated Impact Assessments (IIA's) were incorporated.

The results of Stage One were shared at a Senior Leadership Academy where the results were considered, challenged, and evaluated. During Stage Two, consultation was undertaken with Members from both the Governance and Audit Committee and the Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores to ensure that we as a Council are continuously self-assessing our performance.

### 3. Scoring Criteria:

The scoring criteria for the Corporate Self-assessment is detailed below;

**Score 5** – Very best practice

**Score 4** – Good evidence

**Score 3** – Evidence but further action required

**Score 1** – No evidence

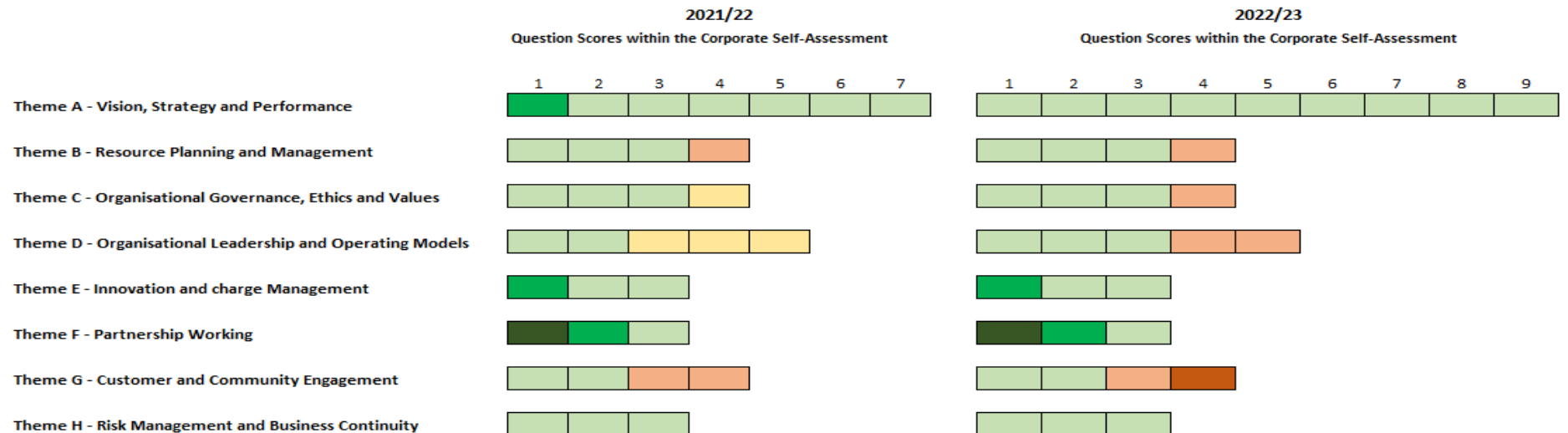
**Score 4/5** – Very best practice / Good evidence

**Score 3/4** – Good evidence / Action may be required

**Score 2** – Some evidence but lacking in key areas

### 4. Comparison between 2021/22 and 2022/23 (Summary of the Effectiveness of the Council’s Corporate Self-Assessments)

Comparison between 2021/22 and 2022/23 Corporate Self Assessments



Score 5 - Very Best Practice (3%)
  Score 4/5 (6%)
  Score 4 - Good Evidence (74%)
  Score 3/4 (0%)
  Score 3 - Evidence but Further Action Required (14%)
  Score 2 - Some Evidence but Lacking in Key Areas (3%)

Note: Two additional questions were added to the 22/23 Corporate Self Assessment within Theme A

An overall comparison of the scores between 2021/22 and 2022/23 for the 35 questions within Themes A-H (excluding the two new questions in Theme A) between the financial years of 2021-22 and 2022-23, shows that **26** scores have remained the same, **6** have decreased and **1** has increased.

A further breakdown of the scoring within each of the Themes is outlined below;

- **Theme A** – six questions remained with a score of 4 and one question reduced from a score of 4/5 to a 4. The two new questions for 2022-23 scored 4
- **Theme B** – scoring for the four questions remained the same; One question scored 3 and three questions scored 4
- **Theme C** – three of the questions remained at a 4 and one question reduced from a score of 3/4 to 3
- **Theme D** – two questions remained the same with a score of 4, two questions reduced from 3/4 to a 3 and one question increased from a score of 3/4 to a 4
- **Theme E** – scoring for all three questions remained the same, one scoring 4/5 and two scoring a 4
- **Theme F** – scoring for all three questions scoring remained the same, one score of 5, one a 4/5 and one question scoring a 4
- **Theme G** – scores for two questions scoring remained at a 4, one question reduced from a 3 to a 2, and one question reduced from a 3/4 to a 3
- **Theme H** – scoring for all three questions remained a 4

## 5. External Assurance

A high-level focus of governance, risk, and control arrangements are in place for setting and monitoring actions in response to reports received from external regulators, including Estyn, Care Inspectorate Wales CIW) and Audit Wales. The Annual Audit Summary sets out the audit and regulatory work completed by Audit Wales of Flintshire County Council since the last annual report which was published in January 2022. Overall, the Auditor General for Wales has reached a positive conclusion. "The Auditor General certified that the Council had met its remaining Local Government (Wales) Measure 2009 duties for the financial year 2021-22, as saved by an order made under the Local Government and Elections (Wales) Act 2021." No formal recommendations have been made during the year.

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## 6. Council Performance

The Council Plan is a detailed document which sets out the annual priorities of the Council. 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.' The Council Plan 2022/23 was adopted by the Council in July 2022, and the end of year performance monitoring report highlighted that 77% of activities were making good progress and 62% of the performance indicators had met or exceeded their targets for the year.

## 7. Consultation and Engagement

### 7a. Engagement with Stakeholders

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It was identified within the Council's Corporate Self-assessment 2021/22 that consultation with key stakeholders was an area that could be improved upon. In March 2023, a questionnaire was compiled and shared with Trade Union representatives to respond to and provide feedback: with them being a key internal stakeholder. Unison, GMB Union and Unite the Union were all consulted with, and Flintshire County Council received responses from Unison and Unite the Union. GMB did not provide a response.

Overall, feedback received was very positive with Trade Unions advising that they have a good industrial relationship with the Council. The opportunities to be involved in discussions at an earlier stage, when problems/issues are first identified rather than commencing once decisions have been made would be preferred, but the Trade Unions do believe that the Council does listen, and regular meetings are undertaken.

### 7b. Consultation with Employees

A consultation was undertaken with employees of Flintshire County Council during the summer months of 2023. A survey was open to all employees (with the exception of employees based in schools) and the purpose of the consultation was to gain feedback on six key topic areas: Engagement, Performance, Mental Health and Well-being, Communication, Hybrid Working and, Visions and Values. The feedback was positive and will be used to identify what is working well, identify the areas for ongoing improvement and also contribute to the shaping and development of the Council's corporate strategies and frameworks.

As part of the consultation employees were asked for their views and opinions on a new set of proposed core values, to sit at the heart of everything we as the Council do and will define the relationship between the Council and our citizens of Flintshire.

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## 8. Key Themes of the Corporate Self-Assessment

The eight key themes of the Corporate Self-assessment are listed below:

<b>Theme A</b>	Vision, Strategy and Performance
<b>Theme B</b>	Resource Planning and Management
<b>Theme C</b>	Organisational Governance, Ethics and Values
<b>Theme D</b>	Organisational Leadership and Operating Models
<b>Theme E</b>	Innovation and Change Management
<b>Theme F</b>	Partnership Working
<b>Theme G</b>	Customer and Community Engagement
<b>Theme H</b>	Risk Management and Business Continuity

Against these themes, the Council reviewed whether:

- It was exercising its functions effectively
- It was using its resources economically, efficiently, and effectively
- Governance was effective for securing the above

## Theme A – Vision, Strategy and Performance

Questions		How we do this / How we achieve this?
A1	Does the Council have a set of corporate and service strategies in place which set out vision and ambition?	<ul style="list-style-type: none"> <li>• Council Plan 2022-23 which sets out the Council's vision and ambition for the year.</li> <li>• A set of corporate and service strategies were in place which set out the Council's vision and ambition e.g., the Digital Strategy, Mid-Term Financial Strategy (MTFS) and the Learning and Development Strategy etc.</li> </ul>
A2	Are these strategies locked-in to national and regional Government strategy, and collaborative planning with key partners?	<ul style="list-style-type: none"> <li>• The Council Plan priorities were clearly defined and locked into national and regional priorities and strategies.</li> <li>• The Council Plan 2022-23 identified clear linkages to national and regional policies/strategies which were captured in the document.</li> <li>• School Modernisation Strategy and Strategic outline Programme for 21st Century school investment, North Wales Construction Partnership; Welsh Government, Sustainable Learning Communities</li> </ul>
A3	Are these strategies being followed and are they achieving their aims and objectives?	<ul style="list-style-type: none"> <li>• The Council Plan 2022-23 progress and performance is monitored through the new Business Planning, Performance and Risk Management System.</li> <li>• The MTFS was updated annually alongside the Council's budget process.</li> <li>• Service Strategies were reviewed within their set timeframes (set timeframes varied between each of the strategies and the services).</li> <li>• Annual reporting on relevant strategies and plans ensures reviews of aims and objectives are being achieved.</li> </ul>
A4	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> <li>• The Council Plan had an annual refresh in 2022/23 to ensure appropriateness. Engagement was conducted with stakeholders including Chief Officer Team, senior officers, employees, members of the Council and key partners in various ways which included committee meetings and management meetings to support the development of the plan.</li> </ul>
A5	Are these strategies supported by portfolio service business plans which are consistent with the overall aims and objectives of the Council?	<ul style="list-style-type: none"> <li>• During the year each Portfolio had a business plan in place which supported the Council Priorities that align with the Council Plan 2022-23, including Capital Programme and Assets plans are aligned with the aims and objectives of the Council and some priorities are reflected in the Council Plan, where appropriate.</li> <li>• Portfolio Business Plans are in development to become standardised and monitored through the new Business Planning, Performance and Risk Management System.</li> </ul>
A6	Are these strategies compliant with the requirements of the Wellbeing of Future Generations (Wales) Act 2015?	<ul style="list-style-type: none"> <li>• Statutory guidance for Public Service Boards (PSBs) adhered to, for Well-being Assessment and Well-being Plan production. This includes demonstrable alignment to the well-being goals for Wales and five ways of working.</li> <li>• A requirement of Committee reports is to demonstrate how strategies are compliant with the Act.</li> </ul>

Questions		How we do this / How we achieve this?
		<ul style="list-style-type: none"> <li>The Digital Strategy aims and objectives are well mandated under the Act and the five ways of working.</li> </ul>
A7	Are strategies and decisions made following the undertaking of Integrated Impact Assessments (where applicable)?	<ul style="list-style-type: none"> <li>Integrated Impact Assessments (IIAs) are carried out on all new strategies that assess against the Wellbeing of Future Generations (Wales) Act 2015, including summary IIAs for Committee reporting on strategic reports.</li> </ul>
A8	Are these portfolio service plans being followed and are they achieving their aims, objectives, and performance targets? (new to 22/23)	<ul style="list-style-type: none"> <li>Regular reviewing of Portfolio service plans, including monitoring and an escalation process in place</li> <li>Annual Performance Report 2022/23.</li> <li>End of year reporting against the priorities and measures within the Council Plan 2022/23.</li> <li>Risks are monitored and updated, and Risk Registers are being developed within the new Business Planning, Performance and Risk Management System.</li> </ul>
A9	Is there effective democratic oversight of portfolio service direction and performance? (new to 22/23)	<ul style="list-style-type: none"> <li>Performance reporting cycles that we had in place ensured that we had robust assurance and scrutiny in place.</li> <li>Performance reporting cycles have a thorough process for executive responsibility, scrutiny, and assurance.</li> <li>Portfolio performance has been reported through relevant Programme Boards.</li> </ul>

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Score 4 – Good Evidence
<ul style="list-style-type: none"> <li>Each Portfolio ensures that their business plans align closely with the Council Plan 2022-23</li> <li>Digital Strategy aims and objectives are well mandated under the Well-being of Future Generations (Wales) Act 2015 and the five ways of working</li> </ul>

## Theme B – Resource Planning and Management

Questions		How we do this/how we achieve this?
B10	Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place?	<ul style="list-style-type: none"> <li>The Council had a number of comprehensive and maintained strategies in place which included; the Medium Term Financial Strategy, Market Stability Report, Dementia Strategy, Code of Corporate Governance, Procurement Strategy, a Capital Asset Strategy, Workforce Strategy and Digital Strategy.</li> </ul>
B11	Are these strategies achieving their aims and objectives at a corporate level?	<ul style="list-style-type: none"> <li>These strategies act as a framework within the Council and underpin all activities operated. Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies.</li> </ul>
B12	Are these strategies achieving their aims and objectives at a portfolio level?	<ul style="list-style-type: none"> <li>These strategies act as a framework within the Council and underpin all activities operated. Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies.</li> </ul>
B13	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> <li>These strategies act as a framework within the Council and underpin all activities operated. The Council's strategies were reviewed and updated annually. Reports were provided to the relevant Committees on the progress of these strategies. However, there were some areas between Portfolios and Corporate that could be improved. This included the timeliness of reviewing and monitoring key strategies and plans which sit below the Council Plan.</li> </ul>

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Score 4 – Good Evidence
<ul style="list-style-type: none"> <li>The Market Stability Report produced in June 2022 is informed by the Population Needs Assessment and will guide commissioning of regulated services for the next 5 years</li> </ul>
Score 3 - Evidence but Further Action Required
<p>1) B13 - There were some areas between Portfolios and Corporate that could be improved upon. This included the timeliness of reviewing and monitoring key strategies and plans which sit below the Council Plan, ensuring corporate oversight of all policies and strategies and determining the effectiveness of such policies and strategies</p>



## Theme C – Organisational Governance, Ethics and Values

Questions	How we do this/how we achieve this
C14 Does the Council have comprehensive and maintained frameworks and codes in place for governance, ethics and values?	<ul style="list-style-type: none"> <li>• The Council's Code of Corporate Governance was reviewed and updated by the Corporate Governance Working Group which comprised of senior officers from the relevant portfolios. Their assessments were subject to challenge by statutory officers.</li> <li>• IA Report (ethics) - We ensured that the seven principles of public life were central to decision making.</li> <li>• Code of Conduct - Good conduct was of paramount importance and adherence to the code was ensured by the Council having a robust Standards Committee, the membership of which was refreshed through stringent recruitment of new lay members.</li> <li>• Suite of Policies and Procedures – The Council's policies and procedures must be kept relevant and focused, and they were updated as required.</li> <li>• We upheld Principle A of our Corporate Governance Framework, which requires us to behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law. Our Annual Governance Statement (AGS) was subject to Member challenge.</li> </ul>
C15 How well are these frameworks and codes applied and observed?	<ul style="list-style-type: none"> <li>• The AGS is a self-assessment of our Code of Corporate Governance based on the evidence and knowledge we have within the organisation and was reviewed by Audit Wales.</li> </ul>
C16 Is the application of ethics and values evident in the way the Council appraises options and makes decisions?	<ul style="list-style-type: none"> <li>• Strong corporate values are evidenced in the continued delivery of discretionary services/decisions made for the benefit of our residents despite financial pressures to cut such services.</li> </ul>
C17 Does the Council work productively with its external regulators and demonstrate sound compliance?	<ul style="list-style-type: none"> <li>• A robust ethical framework was in place - mapped through to monitoring and reporting structures.</li> <li>• The ethical framework was visible in the Constitution and supporting policies and protocols.</li> <li>• The Council had all policies and protocols expected of a forward-thinking council.</li> </ul>

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<b>Score 4 – Good Evidence</b>
<ul style="list-style-type: none"> <li>• Strong corporate values which are evidence in the continued delivery of services, especially those that are discretionary</li> </ul>
<b>Score 3 - Evidence but Further Action Required</b>

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- 1) C15 - Develop a clear set of values which are clearly defined and to ensure consistency across the Council, engaging with the workforce and to ensure all policies, strategies, and process to align with the Council's ethics and values (this is also related to Theme B, question B13)

## Theme D – Organisational Leadership and Operating Models

Question	How we do this/how we achieve this
D18 Is there strong and effective political leadership?	<ul style="list-style-type: none"> <li>The AGS, Principle A evidence identified a number of documents which set out Codes of Conduct along with the Code of Corporate Governance and also set out a standard to achieve.</li> <li>Regular Group leaders' meetings were held between the leaders of each of the Council's political groups and attended by the statutory officers (Chief Executive/Head of Paid Service, Chief Officer (Governance)/Monitoring Officer, Corporate Finance Manager/Section 151 Officer and Head of Democratic Services).</li> </ul>
D19 Is there strong and effective professional leadership?	<ul style="list-style-type: none"> <li>The AGS Principle A evidence identified a number of documents which set out Codes of Conduct along with the Code of Corporate Governance which also sets out a standard to achieve.</li> <li>Strong and professional leadership was provided through the Chief Officer Team (COT) and the portfolio Department Management Teams, supported by the senior Leadership Academy, comprising of Chief Officers and their portfolio Service Managers.</li> </ul>
D20 Does the Council have an adopted organisational operating model and a preferred working culture?	<ul style="list-style-type: none"> <li>The Council's 'flat structure' operating model was adapted in 2014, following an extensive review. The original structure of Chief Executive and nine Chief Officers moved to one of a Chief Executive and six Chief Officers as a result of adapting to change within the Council.</li> </ul>
D21 How effective is the operating model?	<ul style="list-style-type: none"> <li>The structure was effective, and this was demonstrated by the performance of the organisation at corporate performance level and the performance across a number of various projects in which the different areas worked in a collaborative way.</li> </ul>
D22 Is it evident that the preferred working culture is pre-dominant and effective?	<ul style="list-style-type: none"> <li>The working culture was collegiate with officers from different portfolios working together on projects.</li> </ul>

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<p><b>Score 4 – Good Evidence</b></p> <ul style="list-style-type: none"> <li>Strong collaborative working across portfolios and continuously looking at ways to improve delivery</li> </ul>
<p><b>Score 3 - Evidence but Further Action Required</b></p>
<p>1) D20 and D22 Resilience amongst the workforce is an emerging issue and therefore, to address this work underway on a compliant and sustainable pay model and the completion of the Workforce Planning Framework (this is also related to Theme B, question B13). Preferred working culture needs to be defined through consultation and review of policy</p>

## Theme E – Innovation and Change Management

Question		How we do this/how we achieve this
E23	Does the Council have a proven appetite for innovation and change management?	<ul style="list-style-type: none"> <li>The Council Plan 2022-23 was an ambitious document and has been for a number of years. Target dates, measures and actions were stretched/ambitious but realistic in nature. Within the Council Plan 2022-23 there were a number of examples that demonstrated innovation and change management with a number of additional actions and measures than previous years. Given a one-year Council Plan has been in place, more often milestones that were due at the year-end were rolled over into the new Council Plan. To address this a 5year Council Plan will be used from 2023 until 2028.</li> </ul>
E24	How well has the Council implemented its chosen innovation and change programmes and projects against time, budget, transition and performance objectives and targets?	<ul style="list-style-type: none"> <li>Performance of the Joint Social Value Procurement Strategy demonstrated progress made against the strategy.</li> <li>21<sup>st</sup> Century Schools Modernisation Strategy identifies changes needed to modernise school provision.</li> </ul>
E25	How well does the Council compare to its peers in being an innovator?	<ul style="list-style-type: none"> <li>Lead authority on Wales Government Mutual Investment Model (MIM) on school capital projects</li> <li>Engage with a number of networks to share ideas and identify best and work practice.</li> </ul>

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### Score 4 / 5 – Very Best Practice / Good Evidence

- Digital Strategy 2021-26 sets a clear vision demonstrating the Council's appetite for innovation and change in a modern digital world

### Score 4 – Good Evidence

- Social Services Annual Report 2022-23 provides evidence of innovation in service delivery, including Micro Care, Progress for Providers
- Recent Estyn report on Adult Community Living demonstrated and praised for the positive work taking place with the community.

## Theme F – Partnership Working

Question		How we do this/how we achieve this
F26	Does the council engage well in local, regional, and national partnerships and collaborations?	<ul style="list-style-type: none"> <li>There was a wide amount of evidence throughout a number of documents which demonstrated engagement locally, regionally, and nationally. Examples of these documents included the Public Services Board – Well-being Plan, Joint Public Service Board Plan, Council Plan 2022/23, AGS - Principle B, Code of Corporate Governance and Regional Emergency Planning.</li> </ul>
F27	Do the partnerships and collaborations for which the council is (co) responsible/relies upon have sound and effective governance arrangements in place?	<ul style="list-style-type: none"> <li>Clear terms of reference were agreed where necessary to ensure clarity of the governance arrangements. For example, the Public Service Board Terms of Reference set out the Governance arrangements for the Board.</li> </ul>
F28	How well do the key partnerships and collaborations for which the council is responsible/relies upon perform against their aims and objectives?	<ul style="list-style-type: none"> <li>Performance of key partnerships and collaboration was strong, an example of this was the performance of Aura Leisure and Libraries against the business plan it set.</li> <li>Establishments of new groups to manage emerging issues.</li> <li>Success in achieving a number of grant funding.</li> </ul>

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### Score 5 – Very Best Practice

- Engagement in local, regional, and national partnerships and collaborations

### Score 4 / 5 – Very Best Practice / Good Evidence

- Portfolios representing the Council on a number of boards, locally, regionally and nationally including Youth Justice Service Executive Management Board

### Score 4 – Good Evidence

- Regional Integration Funding clearly identifies the success achieved against its aims and objectives

## Theme G – Customer and Community Engagement

Question		How we do this/how we achieve this
G29	Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place?	<ul style="list-style-type: none"> <li>The Council had a corporate strategy for delivery of Customer Services for, Face to Face, Telephone and Online.</li> <li>Core principles for public engagement and consultation were adopted in 2012 to underpin the Welsh National Principles for Public Engagement.</li> </ul>
G30	Does the Council use customer and community feedback effectively in reviewing performance and shaping services?	<ul style="list-style-type: none"> <li>Services engaged with customers and communities to gain feedback on performance and drive improvements to help shape services.</li> </ul>
G31	How well does the Council perform in meeting its customer services standards and targets?	<ul style="list-style-type: none"> <li>Performance against Corporate Complaints was monitored and reported to Cabinet, Corporate Resources Overview and Scrutiny Committee, Governance and Audit Committee as well as annually to the PSOW annual letter and half yearly update. The Chief Officers Team received monthly performance reports.</li> </ul>
G32	How well does the Council engage with stakeholders in framing policy and in the making of key service policy decisions?	<ul style="list-style-type: none"> <li>Engagement with key stakeholders such as partners had been identified in the AGS as working well. There was strong evidence of partnership working, relationship management and formal and informal partnerships.</li> </ul>

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<p><b>Score 4 – Good Evidence</b></p> <ul style="list-style-type: none"> <li>21<sup>st</sup> Century Schools Consultation Strategy and how the Council engages with Young People</li> <li>Engagement with key stakeholders (Trade Unions)</li> </ul>
<p><b>Score 3 – Evidence but Further Action Required</b></p> <ul style="list-style-type: none"> <li>G31 - Customers engagement and involvement as part of the reviewing process; Develop a single system for oversight of customer engagement which will allow the enhancement of service delivery through data collection, feedback and benchmarking.</li> </ul>
<p><b>Score 2 – Some Evidence but Lacking in Key Areas</b></p> <ul style="list-style-type: none"> <li>G29 -To develop a corporate Consultation and Engagement Strategy and review the Customer Service Strategy, including the establishment and increased use of social media, managing customer expectations and a review of customer standards.</li> </ul>

## Theme H – Risk Management and Business Continuity

Question	How we do this/how we achieve this
H31 Does the Council have comprehensive and maintained strategies for risk management and business continuity in place?	<ul style="list-style-type: none"> <li>• Risk Management Framework is reviewed annually, updated accordingly, and was last reviewed in September 2022.</li> <li>• Risk Registers for each portfolio were produced and reviewed on a monthly basis.</li> </ul>
H32 Have these strategies proved effective in real-time and/or test scenario settings?	<ul style="list-style-type: none"> <li>• Recovery risk registers are no longer a requirement since coming out of the pandemic, but portfolio risk registers continued to be managed and maintained throughout 2022/23.</li> </ul>
H33 Are these strategies dynamic in adapting to change and ensuring resilience for the future?	<ul style="list-style-type: none"> <li>• The Risk Management User Guide was reviewed and shared with Governance and Audit Committee for review and agreement of the framework. Development takes place yearly to ensure the latest trends and best practice is being upheld.</li> <li>• An E-learning Risk Management module is in development.</li> </ul>

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### Score 4 – Good Evidence

- All portfolio risk registers have undergone a rigorous audit
- Risk Management Framework was approved by Governance and Audit Committee
- Risk Management module is being developed within the Performance Internal System

## 9. Progress on Opportunities for Improvement from 2021/22

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Opportunity for Improvement 2021/22	Target Completion Date	Theme it Contributes to	Owner	Progress RAG	Review of Progress 2022/23
1) Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges (B13)	January 2023 - October 2023	B - Resource Planning and Management	Chief Officer Team	<b>Amber</b>	<p>The vacancy management approval process continues to be in place to ensure that critical posts are prioritised for recruitment</p> <p>Within the Council Plan 2023-28, recruitment and retention is a key area of focus as part of the priority 'People'. The Workforce Planning Framework is in progress and due to be finalised in December 2023.</p> <p>The implementation of a compliant and sustainable new pay model is due to commence October 2023 and will continue into 2024. It will form part of the Opportunities for Improvement 2022/23 also (see below Section 8 for further information).</p>



Opportunity for Improvement 2021/22	Target Completion Date	Theme it Contributes to	Owner	Progress RAG	Review of Progress 2022/23
<p>1) The creation of a consultation and engagement database to be used by all services to register their consultation and engagement activity (G29)</p> <p>2) The development of a consultation and engagement portal on Flintshire’s website to provide a central resource for closed, current and future consultations/engagements undertaken by the Council (G29)</p> <p>3) The creation of a consultation and engagement stakeholder database to hold the details of a wide range of network information to ensure that when engaging we are reaching as far and as wide as possible including with the protected characteristic groups (G29) (G30)</p>	<p>March 2025</p>	<p>G - Customer and Community Engagement</p>	<p>Customer Contact Service Manager / Communications Officer (Internal)</p>	<p><b>Amber</b></p>	<p>The Digital Strategy Board rejected a business case to develop a local solution owing to competing priorities and capacity within IT. A third-party solution was due to be procured but a shift in budget priorities resulted in a pressure bid being withdrawn as non-essential spend. The opportunities are long term ambitions subject to funding and/or capacity to develop our own solution.</p>
<p>Forward work programme of consultation/engagement activity across all portfolios to be generated and shared on the web (G27)</p>	<p>March 2024</p>	<p>G - Customer and Community Engagement</p>	<p>Rebecca Jones Customer Contact Service Manager / Communications Officer (Internal)</p>	<p><b>Amber</b></p>	<p>A programme of consultation and engagement activity across the Council is to be developed based on the input from all portfolios. This will continue until March 2024 and the outcome of this will be published on our website.</p>

Opportunity for Improvement 2021/22	Target Completion Date	Theme it Contributes to	Owner	Progress RAG	Review of Progress 2022/23
1) Review the national position in relation to the National Principles and their standing across Wales – review and reaffirm our commitment depending on outcome of research (G29)	<b>COMPLETED</b>	G - Customer and Community Engagement	Customer Contact Service Manager	<b>Green</b>	This opportunity for improvement has been completed and the refreshed National Principles for Public Engagement in Wales was launched. <a href="https://www.flintshire.gov.uk/en/PDFFiles/Your-Council/National-Principles-for-Public-Engagement-in-Wales.pdf">https://www.flintshire.gov.uk/en/PDFFiles/Your-Council/National-Principles-for-Public-Engagement-in-Wales.pdf</a>

## 10. Opportunities for Improvement in 2022/23

The Project Board engaged with all who took part in the Self-Assessment. Based on the range of questions asked against the eight Themes it is considered that the Council:

- a) Does exercise its functions effectively,
- b) Uses its resources economically, efficiently, and effectively, and
- c) Governance is effective for securing the matters set out in points (a) and (b).

This is consistent with the Council’s Annual Governance Statement and the Annual Performance Report for the year 2022/23. There are always areas where we strive for improvement and the following list of opportunities were identified for improvement in 2022/23.

During 2022/23, consultation was undertaken with the Senior Management Team and members of both the Corporate Resources Overview and Scrutiny Committee and Governance and Audit Committee. This enabled each of the Themes to be critically reviewed and as a result the Council have identified six areas for improvement. Some of these areas were also Opportunities for Improvement 2021/22 with them being more medium and/or longer-term goals.

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
1) Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges  2) Corporate oversight of all policies and strategies for each Portfolio, creating a structured work programme that details the reviewing period of the policies and strategies.	March 2024  September 2024	B) Planning and Resource Management - <i>Are these strategies and supporting action plans sustainable, and dynamic, in adapting to change and the future? (B13)</i>	Corporate Manager, People and Organisational Development  Internal Audit, Performance and Risk Manager / Strategic Performance Advisor	<b>Amber</b>	1) As advised in Section 7, within the Council Plan 2023-28, recruitment and retention is a key area of focus as part of the priority 'People'. The Workforce Planning Framework is in progress and due to be finalised in December 2023. The implementation of a compliant and sustainable new pay model is due to commence October 2023 and will continue into 2024.

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
3) Determining the effectiveness of policies and strategies by aligning them with the 'Theme' question (B13)	September 2024		Internal Audit, Performance and Risk Manager / Strategic Performance Advisor		2) A forward work programme is to be developed to ensure input from all Portfolios.  3) Within the development stages a key aspect will be aligning any tasks / actions with the Themes question
1) Establish clear ethics and values for the organisation  2) Engage with the workforce to determine the Council's ethics and values  3) All policies, strategies, and process to align with the Council's ethics and values (this is also related to Theme B, question B13)	December 2023  December 2023  September 2024	C) Organisational Governance, Ethics and Values - <i>How well are these frameworks and codes applied and observed? (C15)</i>	Corporate Manager, People and Organisational Development  Corporate Manager, People and Organisational Development  Internal Audit, Performance and Risk Manager / Strategic Performance Advisor	<b>Amber</b>	1) The Council's ethics and values have been developed and now require final approval and adoption  2) Engagement with the workforce commenced during the summer months of 2023  3) A forward work programme is to be developed to ensure input from all Portfolios.
1) Embedding the ethics and values within the organisational and working structure  2) The implementation of a compliant and sustainable new pay model (this	September 2024  March 2024	D) Organisational Leadership and Structure - <i>Does the Council have an adopted organisational structure and a</i>	Corporate Manager, People and Organisational Development  Corporate Manager, People and	<b>Amber</b>	1) Review of relevant policies including Hybrid Working policy.  2) Work is due to commence October 2023 and will continue into 2024.

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
<p>is also related to Theme B, question B13)</p> <p>3) Finalisation of the Workforce Planning Framework (this is also related to Theme B, question B13)</p> <p>4) Preferred working culture needs to be defined through consultation and review of policy</p>	<p>December 2023</p> <p>December 2024</p>	<p><i>preferred working culture? (D20)</i></p>	<p>Organisational Development Corporate Manager, People and Organisational Development</p>	<p>Yellow</p>	<p>3) The Workforce Planning Framework is due to be finalised in December 2023</p> <p>4) Engagement with the workforce commenced during the summer months of 2023 and feedback will support in the reviewing of relevant policies, including the Hybrid Working Policy</p>
<p>1) Improve and embed a performance culture through the development of a Performance Management Framework</p>	<p>March 2024</p>	<p>D) Organisational Leadership and Structure - <i>Is it evident that the preferred working culture is pre-dominant and effective? (D22)</i></p>	<p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p>	<p>Red</p>	<p>1) A Performance Management Framework to be drafted and gain approval and adoption</p>
<p>1) Establish a corporate Facebook page and develop use of social media as a means of communication</p> <p>2) A Charter for communication detailing customer expectations of the Council and vice versa. Establish realistic and manageable response times as well as standard of civility.</p> <p>3) Create corporate policy on consultation and engagement with</p>	<p>March 2024</p>	<p>G) Customer and Community Engagement - <i>Does the Council have comprehensive and maintained plans and policies for customer and community</i></p>	<p>Customer Contact Service Manager / Customer Service and Communications Manager</p>	<p>Red</p>	<p>1) Background work has commenced on creating a corporate Facebook account and developing the use of social media. This work is in progress.</p> <p>2) A Charter for communication to be drafted and approved for adoption.</p> <p>3) A corporate policy on consultation and engagement to be drafted and</p>

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
annual plans of intended consultations 4) Review of customer standards guidelines corporately		<i>engagement in place? (G29)</i>			approved for adoption following the appointment of a new Customer Service and Communications Manager. 4) A review of corporate customer standards links to point 4 and is to be drafted and approved for adoption.
1) Customers engagement and involvement as part of the reviewing process 2) Develop a single system for oversight of customer engagement. 3) Enhance service delivery through data collection, feedback and benchmarking	March 2024	G) Customer and Community Engagement - <i>How well does the Council perform in meeting its customer services standards and targets? (G31)</i>	Customer Contact Service Manager / Customer Service and Communications Manager	<b>Red</b>	1) Customers to be consulted as part of the process of drafting a corporate consultation and engagement policy. 2) Capital secured in 2023/24 to procure a third-party solution to host the Council's consultation and engagement. Procurement to be taken forward. 3) Improved complaint performance data shared with portfolios to review trends and learn from complaints.

## 11. Certification

The Corporate Self-Assessment undertaken provides a comprehensive assessment of the organisation and provides a platform of assurance.

Opportunities to improve have been identified through this review. We pledge our commitment to addressing these issues over the coming year and we will monitor their implementation and operation as part of our next annual review.

Signed on behalf of Flintshire County Council

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**Neal Cockerton – Chief Executive**

**Cllr. Ian B Roberts – Leader of the Council**

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 14 <sup>th</sup> September 2023
<b>Report Subject</b>	Council Plan 2022/23 End of Year Performance Monitoring Report
<b>Cabinet Member</b>	Cabinet Member for Governance and Corporate Services
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council Plan 2022/23 was adopted by the Council in July 2022. This report presents a summary of performance of progress against the Council Plan priorities identified for 2022-23 at year end (Q4) position.

This out-turn report for the Council Plan 2022/23 shows 77% of activities are making good progress and 62% of the performance indicators have met or exceeded their targets for the year.

This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target.

### **RECOMMENDATIONS**

1.	To endorse and support the levels of progress and confidence in the achievement of priorities as detailed within the Council Plan 2022/23.
2.	To endorse and support overall performance against Council Plan 2022/23 performance indicators/measures.
3.	To be assured by explanations given for those areas of underperformance.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE COUNCIL PLAN 2022/23 PERFORMANCE AT END OF YEAR</b>																																			
1.01	The Council Plan End of Year Performance Report provides an explanation of the progress made towards the delivery of the priorities set out in the 2022/23 Council Plan. The narrative is supported by information on performance indicators and/or milestones.																																			
1.02	This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target.																																			
1.03	<p><b>Monitoring Activities</b></p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> <li>• <b>RED:</b> Limited Progress – delay in scheduled activity and not on track</li> <li>• <b>AMBER:</b> Satisfactory Progress – some delay in scheduled activity, but broadly on track</li> <li>• <b>GREEN:</b> Good Progress – activities completed on schedule and on track</li> </ul>																																			
1.04	<p>In summary, our overall progress against activities (actions) at year end was:</p> <p><b>Progress RAG</b></p> <ul style="list-style-type: none"> <li>• Good progress (green) was achieved in 77% (123) of activities</li> <li>• Satisfactory (amber) progress was achieved in 19% (31) of activities</li> <li>• Limited (red) progress was made in 4% (6) of activities</li> </ul> <table border="1" data-bbox="341 1319 1361 1879"> <thead> <tr> <th rowspan="2">PRIORITY</th> <th colspan="3">ACTIONS</th> </tr> <tr> <th>GREEN</th> <th>AMBER</th> <th>RED</th> </tr> </thead> <tbody> <tr> <td>Poverty</td> <td>96%</td> <td>4%</td> <td>-</td> </tr> <tr> <td>Affordable and Accessible Housing</td> <td>59%</td> <td>38%</td> <td>3%</td> </tr> <tr> <td>Green Society and Environment</td> <td>61%</td> <td>31%</td> <td>8%</td> </tr> <tr> <td>Economy</td> <td>65%</td> <td>31%</td> <td>4%</td> </tr> <tr> <td>Personal and Community Wellbeing</td> <td>94%</td> <td>-</td> <td>6%</td> </tr> <tr> <td>Education and Skills</td> <td>90%</td> <td>8%</td> <td>2%</td> </tr> <tr> <td><b>Overall Progress</b></td> <td><b>77%</b></td> <td><b>19%</b></td> <td><b>4%</b></td> </tr> </tbody> </table>	PRIORITY	ACTIONS			GREEN	AMBER	RED	Poverty	96%	4%	-	Affordable and Accessible Housing	59%	38%	3%	Green Society and Environment	61%	31%	8%	Economy	65%	31%	4%	Personal and Community Wellbeing	94%	-	6%	Education and Skills	90%	8%	2%	<b>Overall Progress</b>	<b>77%</b>	<b>19%</b>	<b>4%</b>
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1.05	<p>The six activities/actions with a red RAG status are detailed below:</p> <p><b>PRIORITY: AFFORDABLE AND ACCESSIBLE HOUSING</b></p>																																			

**Sub Priority: Housing Support and Homeless Prevention**

***Exploring opportunities to develop a young person's homeless hub offering accommodation and support services***

This is a long-term action which has stalled as the priority is to identify a suitable location for a permanent Homeless Hub. Should a potential site for a young person's hub become available, capacity for design and explorative work will be identified.

**PRIORITY: GREEN SOCIETY AND ENVIRONMENT**

**Sub Priority: Circular Economy**

***Achieving Welsh Government recycling targets***

While the statutory recycling target for 2022/23 is 64%, we aspire to meet the target of 70% ahead of 2024/25. Following the impact of the pandemic we had started seeing residual waste tonnages decrease closer to pre-pandemic levels, along with some recycling materials such as glass and food waste.

This is improving our overall recycling performance in comparison to 2021/22; however, further improvement needs to be made to achieve national targets (64% 2021/22 and 70% 2024/25) as the current waste strategy is not supporting this. A review of the Waste Strategy is currently ongoing as recent compositional analysis of the residual waste bins shows that a high proportion of waste put in them could be collected via the weekly recycling service.

Residents of Flintshire have been asked to support the Council in achieving these targets by making use of the recycling containers provided. Evaluation of any improvement will be reviewed in September 2023.

**Sub Priority: Circular Economy**

***Developing and extending the Standard Yard Waste and Recycling Transfer Station***

The project to redevelop the Standard Yard materials recovery facility (MRF) in Buckley is ongoing and currently subject to review following a recent tendering exercise to procure the construction of the facility. Due to the commercial sensitivities around the tenders, the details of the procurement exercise cannot be shared publicly. However, there are a number of national issues in the construction industry, which are impacting the project, including supply chain delays and shortages, costs of materials, inflation costs and energy prices. Additionally, and although planning consent for the site was granted over 12 months ago, there are also still a number of outstanding matters to resolve with the site in relation to environmental permitting, utilities, SUDS (Sustainable Drainage Systems), and legal traffic regulation orders, all of which are likely to take some time to resolve. The review will involve an independent assessment of the options available to the Council for future operational depots and examine all aspects of the project, including technical, economic, financial, legal, and environmental considerations. In the meantime, arrangements are in place with a third-party contractor to provide a bulking and storage facility for the local authority for recyclable material and material recovery.

**PRIORITY: ECONOMY**

**Sub Priority: Business**

***Supporting small and/or local businesses to engage with public sector procurement opportunities***

Opportunities to deliver supply chain events did not present themselves during 2022/23. However, the planning and development of the supply chain

and social responsibility events are progressing well with Flintshire County Council capital works and Theatr Clwyd to deliver a series of 'Meet the Buyer' sessions in 2023/24.

**PRIORITY: PERSONAL AND COMMUNITY WELL-BEING**

**Sub Priority: A well connected, safe and clean 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***

The Friends of the Holway have opened their own 'Warm Hub' where residents can attend to meet with others and receive free refreshments, supporting the Croeso Cynnes/Warm Welcome Project which has been a great success. We will continue to work with Friends of the Holway to arrange and hold future events for the residents. This is part of a wider Holywell Plan and is currently in the early development stages.

**PRIORITY: EDUCATION AND SKILLS**

**Sub Priority: Well-Being**

***Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing***

Schools are on track to complete the action plans in accordance with the academic year 22/23 (summer term) following the completions of their audits. This will enable any actions to form part of their development planning in the new academic year.

**1.06 Monitoring our Performance**

Analysis of performance against the performance indicators (measures) is undertaken using the RAG status. This is defined as:

- **RED** - under-performance against target.
- **AMBER** - where improvement may have been made but performance has missed the target.
- **GREEN** - positive performance against target.

**1.07 Analysis of the end of year performance against the targets set for 2022/23 shows the following:**

- 71 (64%) measures have a green RAG status
- 14 (13%) measures have an amber RAG status
- 25 (22%) measures have a red RAG status
- 1 (1%) measure has not been fully updated for End of Year (Q4)

PRIORITY	MEASURES			
	GREEN	AMBER	RED	NO DATA
Poverty	79%	16%	5%	-
Affordable and Accessible Housing	48%	10%	42%	-
Green Society and Environment	55%	-	45%	-

	Economy	70%	-	30%	-
	Personal and Community Well-being	84%	16%	-	-
	Education and Skills	57%	24%	14%	5%
	<b>Overall Progress</b>	<b>64%</b>	<b>13%</b>	<b>22%</b>	<b>1%</b>
1.08	<p>There are 25 performance indicators (PIs) / measures which show a red RAG status for performance against the target set for 2022/23. These are detailed below:</p> <p><b>PRIORITY: POVERTY</b>  <b><u>Sub Priority: Food Poverty</u></b>  <b><i>CHA005M - Number of residents supported by the ‘Hospital to Home’ meals service</i></b>  <b>(Target 24 - Actual 5)</b>  The process is working well but the initial take up has been low during the pilot. Further promotional work will be carried out to raise awareness of this service.</p> <p><b>PRIORITY: AFFORDABLE AND ACCESSIBLE HOUSING</b>  <b><u>Sub Priority: Housing Support and Homeless Prevention</u></b>  <b><i>CHA007M - Number of presentations to the homeless service</i></b>  <b>(Target 1,400 – Actual 1,598)</b>  Presentations are up significantly from the previous year; this reflects the continued housing and cost of living crisis. More people are presenting as homeless or at risk of homelessness. There are fewer homes available in the private sector and many landlords are serving notices ahead of the implementation of the 6-month notice rules linked to Rent Homes (Wales) Act 2016 which apply from 01 June 2023.</p> <p><b><u>Sub Priority: Housing Needs and Housing Options</u></b>  <b><i>CHA015M - Number of applicants rehoused via SARTH by all Housing Partners</i></b>  <b>(Target 610 – Actual 534)</b>  Lettings by housing partners are as follows: Flintshire County Council 85; Clwyd Alyn 7; Wales and West Housing 25; Grwp Cynefin 1.</p> <p>It is noted that lettings across all housing partners are lower than target and with fewer properties becoming available. The consequence is that the length of time applicants will wait to be rehoused will be longer. Also, there are fewer homes available through social housing providers which reduces the opportunities for the Council to prevent and relieve homelessness through positive move on into social housing.</p> <p>The introduction of Renting Homes (Wales) Act 2016 on 01 December 2022, may have contributed to the lower numbers of lettings. Turnaround of void properties may also have impacted on the number of lettings.</p>				

***CHA016M - Number of applicants rehoused via SARTH by Flintshire County Council***

**(Target 440 – Actual 366)**

85 applicants were rehoused by Flintshire County Council in the final quarter of 2022/23 and the total number of applicants rehoused for 2022/23 was 366.

**Sub Priority: Social Housing**

***CHA018M - Number of Council Homes under construction***

**(Target 77 – Actual 38)**

There has been a delay in the completion of designated homeless units at Park Lane (4 units) and Duke Street (2 units). Progress has been slower on both sites due to several issues, mostly contractor related but also connected to BT, Flintshire Street naming and client preferred kitchen supplier. We are closely monitoring progress and anticipate that that these units will be completed circa Q1 of the 2023/2024 financial year. The social homes at Mostyn (30 units) have also been delayed due to adverse weather conditions, Way Leave issues and sub-contractor issues. We remain optimistic that these units will also be completed circa Q1 of the 2023/2024 financial year. In addition, there are 2 larger properties at Ash Grove which also should complete in 2023/2024.

***CHA019M - Number of Council Homes completed***

**(Target 36 – Actual 0)**

There has been a delay in the completion of designated Homeless units at Park Lane (4 units) and Duke Street (2 units). Progress has been slower on both sites due to several issues, mostly contractor related but also connected to BT, Flintshire Street naming and client preferred kitchen supplier. We are closely monitoring progress and anticipate that that these units will be completed circa Q1 of the 2023/2024 financial year. The social homes at Mostyn (30 units) have also been delayed due to adverse weather, Way Leave issues and sub-contractor issues. We remain optimistic that these units will also be completed circa Q1 of the 2023/2024 financial year. In addition, there are 2 larger properties at Ash Grove which also should complete in 2023/2024.

***CHA020M - Number of Affordable Homes under construction via NEW Homes***

**(Target 21 – Actual 6)**

We have redesignated a potential site at Pandy, Oakenholt to a different Tenure mix. A fresh Planning Application will be required. The targets for 2023/2024 will be updated to reflect the change.

***CHA021M - Number of Affordable Homes completed via NEW Homes***

**(Target 5 – Actual 0)**

This target will be reviewed and updated for the next financial year 2023/2024. The acquisition of six properties should complete in the second quarter of 2023/2024.

***CHA022M - Number of Residential Social Landlord (RSL's) homes under construction***

**(Target 150 – Actual 22)**

There has been a delay in some of the larger sites being developed including Northern Gateway (100 units) and 66A Mold Road, Mynydd Isa (56 units) due

to contractors withdrawing from contracts which they deemed to have become unviable due to increased costs. The contractor for Northern Gateway has recently entered Administration. The full Welsh Government grant of £11.2 million was secured.

***CHA030M - Total number of Mandatory Medium Disabled Adaptations completed***

***(Target 60 – Actual 47)***

We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive. The target for 2022/23 was set using the previous year's figure for mandatory medium adaptations awarded however, this was before discretionary adaptations therefore, the target has not been met. During 2022/23, the numbers of mandatory medium adaptations have reduced in line with the increase in the numbers of Discretionary Adaptations following implementation of the new Discretionary Adaptations Policy which has removed the need to means test.

***CHA032M - Total number of Mandatory Large Disabled Adaptations completed***

***(Target 8 – Actual 4)***

We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive. Large cases can take up to 15 months or longer to complete. Currently we have 10 cases in progress at different stages, some of these will complete in 2023/24.

***CHA033M - Average number of days to complete a Mandatory Large Disabled adaptation***

***(Target 456 – Actual 502)***

A legacy case which had been ongoing for a considerable period (prior to 2022/23) was completed in the 2022/23 reporting period. This had an adverse effect on completion target times. Should this legacy case be excluded from our actual figures then the average number of days to complete a mandatory large disabled adaptation would be 379, which is below our target of 456 days.

**Sub Priority: Private Rented Sector**

***CHA035M - Number of homeless households assisted under the Housing (Wales) Act 2014 to secure Private Sector Accommodation***

***(Target 64 – Actual 51)***

51 households were recorded as being supported into private rented housing to either relief or prevent their homelessness. Availability of private rental homes is reducing and rent costs are going up, making renting privately unaffordable for many people. A report by the Bevan Foundation into availability of private rental homes found 59 homes available in Flintshire in February 2023 and 0 were charging the Local Housing Allowance rate, meaning they would be unaffordable for most people who are in receipt of benefits or on a low wage.

***CPE002M - Number of inspections of House in Multiple Occupation (HMOs)***

***(Target 35 – Actual 24)***

24 inspections were undertaken against the target of 35. Operational and statutory pressures, such as suitability checks for Ukrainian refugees and legislative changes in the Private Rented Sector, has affected the delivery of proactive work.

**PRIORITY: GREEN SOCIETY AND ENVIRONMENT**

**Sub Priority: Carbon Neutrality / Renewable Energy**

***CPE004M - Council greenhouse gas emissions***

***(Target 36,960 – Actual 44,980)***

As detailed in the Climate Change Programme Progress Report, all emissions targets were exceeded except supply chain which saw a fair increase due to the rise in cost of goods and services. This has skewed the progress made to reduce emissions over this financial year and does not give a clear picture of the progress made within other areas of the decarbonisation programme.

Work is being carried out over 2023 to better understand our emissions from supply chain.

**Sub Priority: Active and Sustainable Travel Options**

***CST003M - Develop a multi-modal transport hub at Garden City***

***(Target 1 – Actual 0)***

The ability to progress the Garden City bus interchange has been prohibited due to time constraints within the grant conditions, along with the lack of progression relating to the 'Bus Only' link and land purchase. This resulted in the funding having to be returned to Welsh Government, however the funding to complete the land purchase has verbally been agreed to be carried forward.

**Sub Priority: Circular Economy**

***CST004M - Percentage of waste reused, recycled, or composted***

***(Target 70% – Actual 60%)***

Our overall recycling performance for Q4 has reduced since Q3 due to the reduced tonnage of waste streams such as garden waste which decreases during the winter months. The figure reported is the estimated year end recycling performance. Data will be submitted to Welsh Government for validation.

Following a second stage waste compositional analysis work completed in Q3 it has been identified that over 50% of waste in the residual bin is recyclable waste, with 30% being food waste. Due to this we are not able to achieve the national statutory target of 64% and are not on target to meet 70% by 2024/25. The Council's Waste Strategy is currently under review with the decision of implementing the most effective intervention of restricting the amount of residual waste permitted to be disposed of per week deferred to a later date.

***CST005M - Average recycling rate across Household Recycling Centres (HRCs)***

***(Target 80% - Quarter 4 Actual 76%)***

Quarter 4 recycling performance across HRCs (76%) has gone below 80%.

This is due to the reduced tonnages of garden waste and DIY materials which are typically higher during the spring and summer months. When calculated for the whole of the year (2022/23), the overall recycling performance across



the HRC sites is above 80% as this calculates the peaks of summer and the lows of winter.

**PRIORITY: ECONOMY**

**Sub Priority: Transport Connectivity**

***CST009M - Number of bus quality partnerships on the core network  
(Target 1 – Actual 0)***

The ongoing development of the Quality Bus Partnership has been put on hold. Transport For Wales are undertaking a Network review across Wales and whilst the initial report was due in May 2021 this piece of work is delayed due to the consultation of the white paper produced by Welsh Government. This white paper sets out proposals for public transport bus services to better plan and grow the bus network (<https://www.gov.wales/one-network-one-timetable-one-ticket-planning-buses-public-service-wales-html>). This will ensure it meets public needs, maximise the value we get for our investment in bus services and break our reliance on private cars.

**Sub Priority: Reducing Worklessness**

***CPE012M - Number of individuals entering employment, learning, or volunteering  
(Target 247 – Actual 118)***

Into employment figures have remained below target in the final quarter of 2022/23 but consistent with the previous quarter. In total, 118 individuals entered employment, learning or volunteering during 2022/23. Client engagement has begun to improve, and the uptake in training and pathways has slowly started to improve, meaning that there has been a shift of people moving closer towards the labour market. There does, however, remain a cohort of clients who continue to require a great amount of support with their confidence and anxieties. These clients will continue to be supported with confidence building, volunteering, and employability skills courses to help them move forward. Going forward into the new CFW+ (Communities for Work Plus) programme, large scale job fairs and local recruitment events are planned to bring the labour market opportunities direct to the people of Flintshire with opportunities in their locality.

***CPE013M - Number of individuals receiving support  
(Target 600 – Actual 267)***

During Quarter 4, 50 individuals received support from the C4W (Communities for Work) programme and were assigned an employment mentor. In total, 267 individuals were supported in 2022/23. Referrals have continued to filter through from Youth Justice, Social and Children's Services. Plans to engage with family liaison workers in school establishments have started with a pilot in Ysgol Gwynedd in Flint. Engagements are picking up after the COVID pandemic and workshops have now been developed for confidence building and interview skills, working with Theatr Clwyd to enable individuals on their journey into employment.

**PRIORITY: EDUCATION AND SKILLS**

**Sub Priority: Educational Engagement and Achievement**

***CEY005M - Reduction in the number of fixed term exclusions  
(Target 1,150 – Actual 1,677)***

	<p>There has been a notable rise in the level of fixed term exclusion since schools reopened following the pandemic, particularly in secondary schools. Disruptive behaviour and verbal/physical violence towards pupils and adults account for the majority of incidences.</p> <p><b><u>Sub Priority: Digital Learning Opportunities</u></b>  <b><i>CAU010M - Number of adult community learning (ACL) sessions provided in Welsh</i></b>  <b>(Target 5 – Actual 1)</b>  Evening for Welsh learners with author Bethan Gwanas in partnership with Siop y Siswrn and ACL with 35 learners. Demand is currently low but increased opportunities are being planned for.</p> <p><b><i>CAU012M - Number of digital learning sessions provided in Welsh</i></b>  <b>(Target 5 – Actual 0)</b>  Aura will work to address this through increased networking with Welsh language partners.</p>
1.09	<p>Due to unforeseen circumstances, the end of year performance for one measure was not provided for 2022/23:</p> <p><b><u>Sub Priority: Learning Community Networks</u></b>  <b><i>CAU016M - Number of courses accessed through Open Learn</i></b>  The Open University (OU) Wales are unable to provide the required Open Learn data at present therefore, the Council is unable to report against the measure.</p>

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

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>														
3.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout the End of Year Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2022/23.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the End of Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>	Long-term	Throughout the End of Year Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2022/23.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the End of Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
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### **Council's Well-being Objectives**

The Council undertook a review of its Well-being Objectives during the development of the Council Plan. The updated set of Well-being Objectives are a more focused set of six. The Well-being Objectives identified have associated priorities for which they resonate. See the full list below.

<b>Priority</b>	<b>Well-being Objective</b>
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
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 and growth
Personal and Community Well-being	Supporting people in need to live as well as they can
Education and Skills	Enabling and Supporting Learning Communities

#### **4.00 CONSULTATIONS REQUIRED / CARRIED OUT**

4.01	The actions/measures detailed within the Council Plan are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers and Senior Managers have contributed towards the reporting of relevant information.

#### **5.00 APPENDICES**

5.01	Appendix 1 - Council Plan 2022-23 End of Year Performance Monitoring Report
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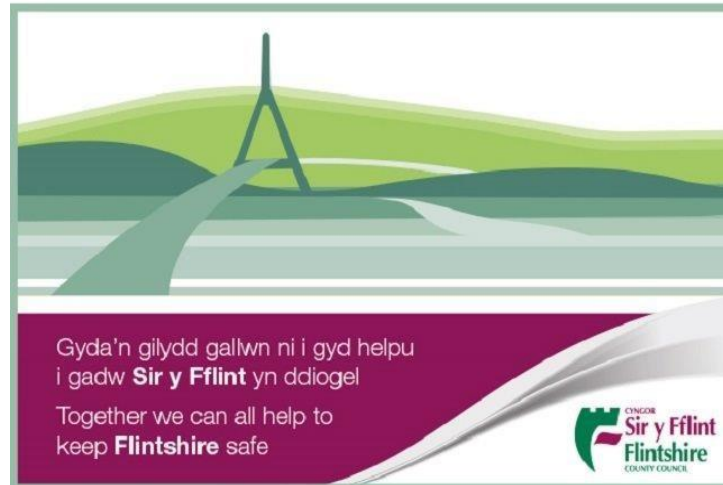
#### **6.00 LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**

6.01	Council Plan 2022/23.
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Sam Perry  <b>Telephone:</b> 01352 701476  <b>Email:</b> <a href="mailto:sam.perry@flintshire.gov.uk">sam.perry@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Council Plan:</b> the document which sets out the annual priorities of the Council. 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.</p>
8.02	<p><b>An explanation of the report headings:</b></p> <p><b>Measures (Key Performance Indicators - KPIs)</b></p> <p><b>Actual (YTD)</b> – the year-to-date performance identified i.e., by numbers, percentages, etc</p> <p><b>Target (YTD)</b> – The target for the year to date which is set at the beginning of the year.</p> <p><b>Current RAG Rating</b> – This measures performance for the year against the target. It is automatically generated according to the data.</p> <ul style="list-style-type: none"> <li>• <b>Red</b> = a position of under performance against target</li> <li>• <b>Amber</b> = a mid-position where improvement may have been made but performance has missed the target; and</li> <li>• <b>Green</b> = a position of positive performance against the target.</li> </ul>

# Council Plan End of Year Performance Monitoring Report 2022/23



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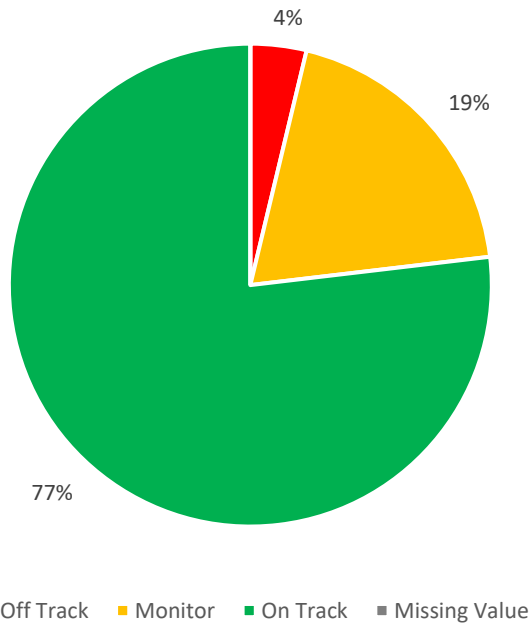
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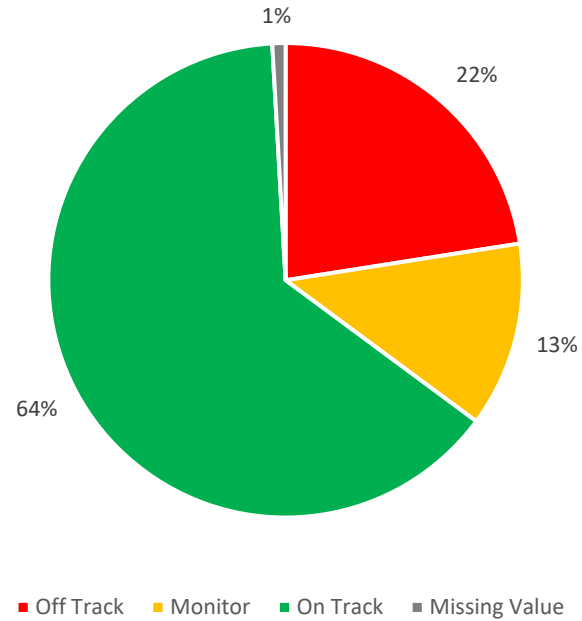
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# Analysis

Council Plan - Action RAG Status



Council Plan - Measure RAG Status



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- Key**
- ▲ Red: Limited Progress – delay in scheduled activity and, not on track.
  - Amber: Satisfactory Progress – some delay in scheduled activity, but broadly on track.
  - ★ Green: Good Progress – activities completed on schedule and on track.
  - ◆ Grey: Not Reported / Part Reported

## Actions Off Track

Priority	Sub-Priority	Action	RAG
Affordable and Accessible Housing	Housing support and homeless prevention	Exploring opportunities to develop a young person's homeless hub offering accommodation and support services	▲
Green Society and Environment	Circular Economy	Achieving Welsh Government recycling targets	▲
		Developing and extending the Standard Yard Waste and Recycling Transfer Station	▲
Economy	Business	Supporting small and/or local businesses to engage with public sector procurement opportunities	▲
Personal and Community Well-being	A well connected, safe and clean local 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	▲
Education and Skills	Well-Being	Developing actions plans based on the findings, particularly in relation to Emotional Health and Wellbeing	▲

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## Measures Off Track

Priority	Sub-Priority	Measure	RAG
Poverty	Food Poverty	Number of residents supported by the 'Hospital to Home' meals service	▲
Affordable and Accessible Housing	Housing support and homeless prevention	Number of presentations to the homeless service	▲
	Housing Needs and Housing Options	Number of applicants rehoused via SARTH by All Housing Partners	▲
		Number of applicants rehoused via SARTH by Flintshire County Council	▲
	Social Housing	Number of Council Homes under construction	▲
		Number of Council Homes completed	▲
		Number of Affordable Homes under construction via NEW Homes	▲
		Number of Affordable Homes completed via NEW Homes	▲
		Number of Residential Social Landlord (RSL's) homes under construction	▲
		Total number of Mandatory Medium Disabled Adaptations completed	▲
		Total number of Mandatory Large Disabled Adaptations completed	▲
	Average number of days to complete a Mandatory Large Disabled adaptation	▲	

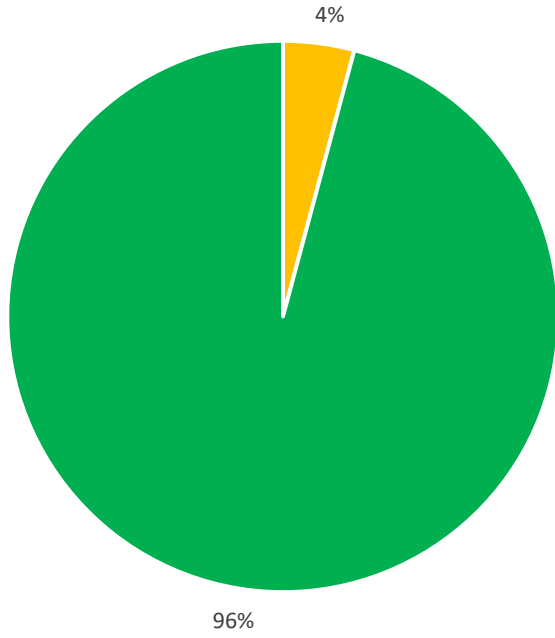
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Priority	Sub-Priority	Measure	RAG
	Private Rented Sector	Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation	▲
		Number of inspections of HMOs	▲
Green Society and Environment	Carbon Neutrality / Renewable Energy	Council Greenhouse gas emissions	▲
	Active and sustainable Travel Options	Develop Multi-modal transport hub at Garden City	▲
	Circular Economy	Percentage of waste reused, recycled or composted	▲
		Average recycling rate across Household Recycling Centres (HRCs)	▲
Economy	Transport Connectivity	Number of bus quality partnerships on the core network	▲
	Reducing worklessness	Number of individuals entering employment, learning or volunteering	▲
		Number of individuals receiving support	▲
Education and Skills	Educational Engagement and Achievement	Reduction in the number of fixed term exclusions	▲
	Digital Learning	Number of Adult Community Learning sessions provided in Welsh	▲
		Number of digital learning sessions provided in Welsh	▲

# Poverty

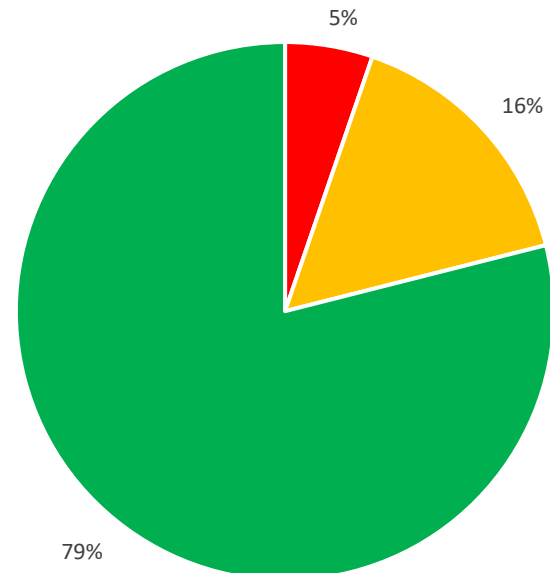
# Poverty Overall Performance

## Poverty - Action RAG Status



■ Off Track ■ Monitor ■ On Track ■ Missing Value

## Poverty - Measure RAG Status

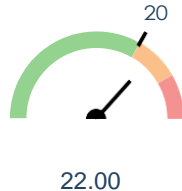
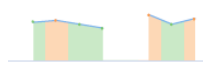
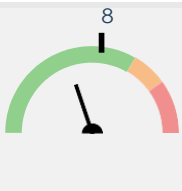





■ Off Track ■ Monitor ■ On Track ■ Missing Value







# Income Poverty 2022/23






Action	Percentage Complete	RAG	Comment
Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently	100%	✔	We have carried out a thorough take-up campaign to ensure the Welsh Government Winter Fuel Payment Scheme 2022/23 was widely promoted and take-up was high. We ensured a variety of methods were used to reach as many people as possible. This included promotion by schools, members, emails to Flintshire residents via GovDelivery, Twitter and Facebook, as well as phone calls and letters to customers already identified as eligible. We have issued the £200 payment to 15,955 households totaling £3,191,000.
Continue to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place	90%	★	Our two community support hubs continue to be busy in Shotton and Holywell, providing support in the five key areas, food, income, mental health, digital and employment.
Maximising take up of the Discretionary Housing Payments scheme and other financial support	100%	✔	Discretionary Housing Payments (DHP) funding continues to increase due to the additional financial pressures of rent and rising cost of fuel bills which has had an impact on tenants' ability to pay their rent. Welsh Government are continually encouraging Local Authorities to use DHP in the prevention of homelessness.
Maximising the number of people signposted for support to facilitate longer term change	100%	✔	Referrals continue to be received due to the continuation of the impacts of the cost of living. Ongoing advice and support forms part of the Discretionary Housing Payments (DHP) application process even if a DHP is unsuccessful. It is envisaged that figures will continue to rise with the increased costs of energy bills and general cost of living expenditure.

Income Poverty 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA001M	Average number of calendar days to process new claims for housing benefit and council tax reduction	22.00	20.00	17.00	 <p>22.00</p>	
<p>Speed of processing for new claims is slightly higher for Q4 than for Q3 and is also above target. We have had a reduced team for Q4 due to outstanding recruitment, and have also had to managed increased workloads across the team due to the going Winter Fuel Payment Scheme and the launch of the Energy Bill Support Scheme.</p>						
CHA002M	Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	6.00	8.00	3.00	 <p>6.00</p>	
<p>Speed of processing for change of circumstances is on target for Q4.</p>						
CHA003M	Total spend of Discretionary Housing Payments (%)	100.00	100.00	130.00	 <p>100.00</p>	
<p>All of the Discretionary Housing Payments (DHP) allocation was fully spent by supporting households with help towards housing costs to continue to mitigate and prevent potential homelessness situations due to increases in the cost of living.</p>						

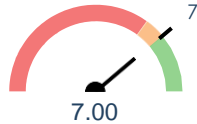
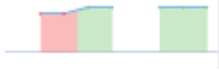
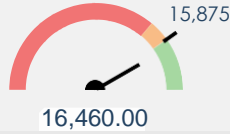

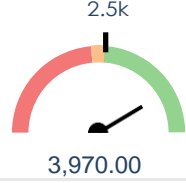

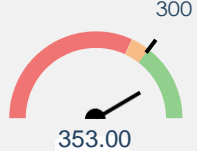

# Child Poverty 2022/23

Action	Percentage Complete	RAG	Comment
Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion	30%		Regular meetings have been held between Education, Revenue and Benefits Officers to progress this work. A survey has been developed for all schools to participate in to enable the Council to better understand infrastructure need and what local provision is already in place. That survey is currently open to schools with a completion date of mid May. We are still awaiting however the outcome of a bid to the Welsh Government Circular Economy Fund to support the resourcing of a county wide uniform exchange infrastructure.
Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals	100%		Welsh Government is currently conducting a policy review on this provision and local authority officers have been consulted as part of that. Funding is currently in place until the end of this academic year (July 2023). The Council has actively promoted this initiative with schools and currently 9 out of 11 secondary schools are making this offer. From April 2023 all secondary schools will be making this offer.
Ensuring children have access to staffed open-access playwork projects in local communities	100%		Completed for 2022/23. Recruitment for a supervisor to lead 2023/24 along with the lead officer for play development has been undertaken.
Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment	70%		Aura manages both the annual match-funding scheme (in its 12th year in 2022/23) for improvement works to children's play areas, together with the spend of the Council's capital allocation for play areas. In May 2022, Aura wrote to all 34 Town and Community Councils inviting expressions of interest in the 2022/23 match-funding scheme. 27 of the 34 Councils engaged with the scheme in 2022/23. Historically, the majority of match-funding projects are completed during Q4 or Q1 of the following financial year. This is due to the planning element which includes consultations with local ward members, delivery lead times for new play equipment and navigating the inclement weather of the winter months. At the end of Q4, 16 of the 27 match-funding schemes for 2022/23 had been completed (59%). The remaining 11 schemes have either been completed, or are due to be completed, during April / May 2023. From Aura's perspective, there is no risk associated with current progress and the green rating remains appropriate. Several of the match-funding schemes developed in 2022/23 are large projects which are also benefitting from receiving additional funds via the County Council's capital allocation for play areas. Both match-funding schemes and the use of the capital allocation is guided by the results of the independent play areas' survey completed in 2020 meaning that those sites of strategic importance, or most in need of investment, are being targeted. Three of the County's five destination sites - Cornist Park, Flint (match-funding and capital), Fron Park, Holywell (capital and s106) and Wepre Park (capital) - have benefitted from investment during 2022/23. This follows investment in the other two destination sites - Higher Common, Buckley and Maes Bodlonfa, Mold - in 2021/22.
Increasing usage of online resources for children and young people	100%		Aura continues to invest in digital resources in both English and Welsh for Children and Young People. This includes free online newspapers and magazines, and free access to Encyclopaedia Britannica Junior and Encyclopaedia Britannica Student. Free e-books and e-audio books for children and young people are also available to all library members: <a href="https://flintshire.borrowbox.com/product-group/39793/new-releases">https://flintshire.borrowbox.com/product-group/39793/new-releases</a>
Maintaining the network of seven libraries in partnership with Aura	100%		Seven libraries maintained at: Broughton, Buckley, Connah's Quay, Deeside, Flint, Holywell and Mold

Action	Percentage Complete	RAG	Comment
Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement	100%		Information about free school meals eligibility and application processes is available on the Council website. There is a dedicated email address and telephone number for any enquiries about applications. Schools are encouraged to share relevant information with their parent community. Our Connect Centres across the county can support families with the application process, including having an advisor sitting with the family to support them with their application. Officers continue to review the process to make the system more accessible.
Maximising the take-up of the school uniform grant	100%		Schools have been encouraged to ensure parents are fully aware of the grant eligibility criteria and application processes.
Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child exploitation, drug and alcohol prevention and County Lines)	100%		Working with a range of partners which include the Police, Youth Service, Youth Justice, SORTED, Streetgames and local communities to name only a fraction of who have been involved in the program. We have delivered 708 sessions within our communities and have had 15,130 attending over the period which has been a great success. The ASB (Anti Social Behaviour) has been lower within the areas and we have seen young people evolving into role models within the sessions. The sessions are free for all to attend and are situated in areas where ASB and/or deprivation is high.
Maintaining access to Free Swimming to help tackle health inequalities	100%		The free swim program is for young people aged 16 years and under and a range of programs are offered from junior splash, disability sessions and girls only sessions. These sessions are available on a weekly bases within all swimming pools in Flintshire.
Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays	100%		Food was provided at each holiday play scheme throughout the summer.

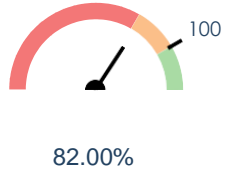



Child Poverty 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU001M	Number of libraries open	7.00	7.00	7.00		
CAU002M	Usage statistics of online resources for children and young people	16,460.00	15,875.00	15,117.00		
CEY001M	Total number of children pre-registered for Summer Play Scheme	3,970.00	2,500.00	2,712.00		
CEY002M	Total number of children pre-registered for community and school play sessions/support	353.00	300.00	349.00		

Flintshire Play Development Summer Playschemes were a huge success in 2022 with 3,790 children registering to over 57 sites across the county allowing children the right to play in a safe and supervised environment. Our new digital registration system worked really well and allowed us to have a much more robust process of gathering data and personal information. The Welsh language was also promoted on all site with 56 out of the 57 noting that they had see children using the Welsh resources and therefore, hearing incidental Welsh being used.

During 2022/23 Flintshire Play Development in partnership with Kicks for Kids have 5 community based sessions running each week with children having the benefit of learning new skills, socialising and building resilience. The school based sessions held in two ALN Schools and 1 PRU have proved successful with headteachers complimenting the work that the team has been doing in their settings.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY013M	Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	82.00%	100.00%	100.00%	 <p>82.00%</p>	



9 out of 11 secondary schools are participating in the free breakfast scheme for eligible year 7 pupils. The last two remaining schools will come on board from April 2023.

# Food Poverty 2022/23

Action	Percentage Complete	RAG	Comment
Continuing to develop delivery of a "Hospital to Home" meals service	60%	★	The hospital to home service is going well, helping to support residents to eat well when arriving home from either Mold or Deeside Community Hospitals.
Developing a "Well Fed at Home service"	80%	★	We will continue to increase awareness and promote the meals on wheels service to our residents, providing support with their meal orders etc.
Introducing a transported and delivered food service "Mobile Meals" to those who are vulnerable	90%	★	The successful Croeso Cynnes/Warm Welcome project came to an end on 31st March 2023. Well-Fed have delivered 4 roadshows in the Heights, Flint and Trelogan to launch the Meals on Wheels delivery service. Meals will be purchased and delivered to the community centre for the resident to collect to take home with them or enjoy together at the centre.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA005M	Numbers of residents enrolled in the "Mobile Meals" service	30.00	24.00	27.00		
<p>Well Fed have launched the meals on wheels service in 3 of the Council's sheltered accommodation community centres. Residents were very impressed with the free meals they received during the Croeso Cynnes project over the winter months. Residents were pleased to see the menu had increased and they had the opportunity to purchase the meals to be collected when they attend the activities at the centre.</p>						
CHA006M	Number of residents supported by the "Hospital to Home" meals service	5.00	24.00	27.00		
<p>The process is working well but the Initial take up has been low during the pilot. Further promotional work will be carried out to raise awareness of this service.</p>						

# Fuel Poverty 2022/23

Action	Percentage Complete	RAG	Comment
Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing	100%		289 households were supported against a target of 200. The service provided advice to householders before and after energy efficiency equipment installation as well as energy advice, help and guidance for the general public.
Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes	100%		1428 measures delivered against a target of 1200. The measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team. Included within the statistic are work carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation, solar photo voltaic installations and Energy Performance surveys.

Fuel Poverty 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE001M	Total number of households receiving energy efficiency support	1,245.00	1,200.00	1,293.00		

This measure is made up of energy efficiency work fitted in private and public homes, alongside individual support provided to vulnerable households to help reduce Fuel Poverty.

# Digital Poverty 2022/23

Action	Percentage Complete	RAG	Comment
Increasing loans of devices through the Aura Digital Access Scheme	100%	✓	Achieved - 77 devices available for loan with 317 loans for the 2022/23 reporting year. Target for full year was 85. (2021/22 full reporting year saw total of 76 loans) Feedback from a service user: 'My experiences participating in this scheme and the impact it has had on me have been fruitful. I embarked upon this scheme in August 2022 and was able to secure an extension of 3 months in November. I have been able to access services such as bus timetables, essential weather reports and additional websites. It has brought things like wi-fi to my attention. The scheme has made a difference to my life and has brightened up many a winter's evening.'
Increasing take-up of digital learning opportunities supported by Aura	100%	✓	Aura libraries provide a wide selection of learning opportunities, examples include: Learn My Way ICT courses (various levels), Tablet training courses to accompany the Digital Loan Scheme Digital drop ins, IT 'buddy' sessions for troubleshooting/specific advice or support Family History sessions using library resources Find My Past and Ancestry.
Providing free of charge public access to the internet and devices where necessary at Flintshire Connects Centres, Aura library services and the four Leisure Centres	100%	✓	Free of charge public access to the internet and devices is available during normal opening hours.
Supporting people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve	100%	✓	The Digital Flintshire Hub promotes a range of initiatives to help people to use digital technology now and in the future. The Hub includes resources to keep people safe online, training, health and well-being resources, digital events and activities. The Hub also provides information about the Council's ambitious plans contained in the Digital Strategy.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU003M	Number of devices available for loan	77.00	77.00	77.00		
CAU004M	Percentage of libraries providing free of charge internet access	100.00%	100.00%	100.00%		
CAU005M	Number of registered learners	224.00	75.00	69.00		
Full reporting year – 720 learners						
CAU006M	Number of sessions provided	1,174.00	225.00	210.00		
Full reporting year - 440 sessions						



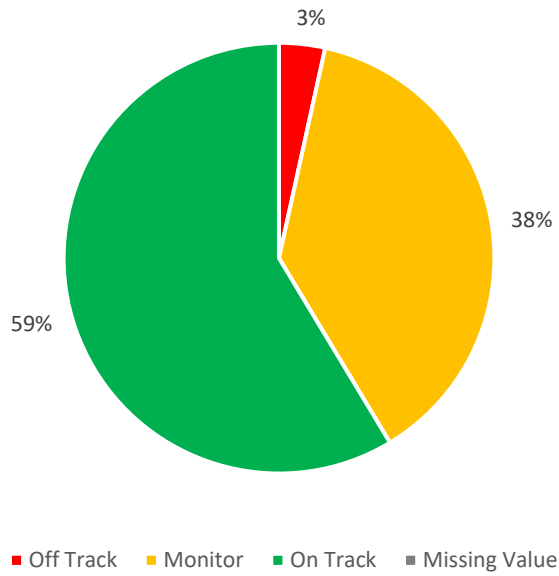
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU007M	Total loans of devices	317.00	85.00	76.00	 317.00	
<p>During 2022-23, there were 77 devices available to loan. During Quarter 4, 22 devices were loaned. Overall, there was a total of 317 devices loaned which exceeded the target of 85.</p>						
CGV001M	People can access Council information digitally to develop and retain their digital skills – the number of online transactions across the Council	107,561.00	60,000.00	93,742.00	 107,561.00	
<p>Online services are designed to be simple and easy to use. There is a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills. The total number of transactions in 2022/23 was 107,561 with the Garden Waste subscription service being the most used accounting for 22% of all transactions. After this, benefit related transactions followed – Cost of Living Application, Winter Fuel Support Scheme, Uniform Grant and Free School Meals.</p>						
CGV002M	The number of eforms available online to enable people to apply, report and pay for Council services	157.00	160.00		 157.00	
<p>Online services provided by Flintshire County Council are designed to be responsive. This means digital services can be accessed 24/7 on any device chosen by the customer. Online services are also designed to be compliant with the Web Content Accessibility Guidelines which means access to services to all people, regardless of disability type or severity of impairment. The Council has 157 online forms providing a range of opportunities for customers to interact with services digitally.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CGV003M	The number of people subscribed to My Account	30,381.00	27,500.00	22,902.00		
<p>30,381 people have subscribed to My Account on the Council’s website. My Account allows customers to access a range of information including who their local Councillor is, Planning, Waste and Recycling, Revenues and Benefits.</p>						

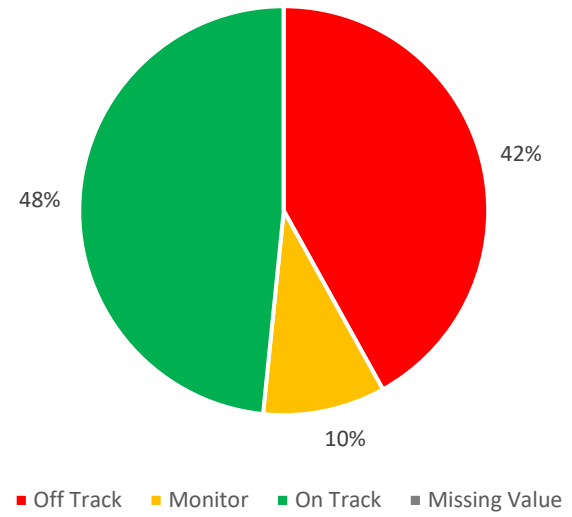
# Affordable and Accessible Housing

# Affordable and Accessible Housing Overall Performance

## Affordable and Accessible Housing - Action RAG Status



## Affordable and Accessible Housing - Measure RAG Status



# Housing Support and Homeless Prevention 2022/23

Action	Percentage Complete	RAG	Comment
Commissioning a wide range of housing related support that meets the needs of the people of Flintshire	100%	✓	All Domestic Abuse tender documents have been finalised and are awaiting approval from Cabinet to commence with the tendering process. A family supported accommodation has been decommissioned due to the property being sold. The provider is now delivering a floating support service for the families who have moved out of Plas Bellin and have been allocated properties through SARTH (Single Access Route to Housing) and also for other families coming through our Housing Support Gateway. In addition, the Housing Support Team have started consultations with all Floating Support providers so going forward the Housing Support Team will be able to recommission these services.
Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness	100%	✓	Housing First Project continues to support up to 20 residents through the principles of Housing First. The service is currently undertaking an assessment with Cymorth Cymru as part of the accreditation process with very positive feedback provided to date. Final decision is expected in Quarter 1 of 2023. The Rapid Rehousing Transition Plan is still in Draft but elected members have accepted and endorsed the Priority Areas and the Action Plan, and the 50% Homeless Direct Lets variation to the Common Allocations Policy remains in place. Flintshire County Council have been identified by Welsh Government as a partner for research into Allocations of Social Housing to inform the future direction of Social Housing Allocations Guidance for Wales alongside Rapid Rehousing.
Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business"	100%	✓	Engagement with partners through Multi Disciplinary Team activity and joint working continues to work well on complex cases. The Housing Support Forum provides a vehicle for the Housing and Prevention Service to engage with partners and tackle key challenges together. Further work with health partners is required. A regional event was planned for 9th March in partnership with North Wales Area Planning Boards, however this event was cancelled due to snow and hazardous conditions but has been rearranged for 04 May 2023, now with a bigger venue due to the significant interest generated.
Ensuring when homelessness does occur it is rare, brief and non-recurring	100%	✓	As much as can be done is being done by the homeless prevention and housing support services to reduce homelessness. Homelessness is however still increasing due to challenging conditions across the whole of Wales, many of which are associated with the housing crisis and the cost of living crisis. Moving people on from interim housing and enabling them to exit homelessness is difficult with significant barriers to securing housing. Most notable is the lack of 1 bedroom accommodation within both social housing and private rentals. Approximately 83% of the households in interim housing require 1 bedroom housing. When people do move on from interim housing and exit homelessness significant financial assistance and support is provided to ensure people are able to sustain their housing and avoid them becoming homeless again.
Exploring opportunities to develop a young person's homeless hub offering accommodation and support services	10%	▲	This is a long term action which has stalled as the priority is to identify a suitable location for a permanent Homeless Hub. Should a potential site for a young persons hub become available, capacity for design and explorative work will be identified.

Action	Percentage Complete	RAG	Comment
Promoting housing support and homeless prevention services with our residents and partners	80%	●	A successful Housing Support Forum was delivered with a wide range of partners in attendance. The Website was relaunched with a dedicated 'Housing Hub' which provides details of a wide range of housing support and homeless prevention information. New online access forms have been launched for the Housing Support Gateway to enable easier access for people to refer into services and be matched with support. A new Outcomes Framework pilot was completed with Welsh Government and several local commissioned services engaged in the Pilot. We had intended to deliver more outreach activities within the community to promote the various services available but due to service pressures we were unable to achieve all that had been planned.
Remodelling the "emergency beds" Homeless Hub accommodation offer and service delivery	25%	●	This is a long term action. Designs have been developed and a potential site has been identified. Discussions with local ward members for the site are planned for Quarter 1 of 2023. Exploration of funding for the Homeless Hub is underway.

## Housing Support and Homeless Prevention 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA007M	Number of presentations to the homeless service	1,598.00	1,400.00	379.00		
<p>Presentation are up significantly from the previous year, this reflects the continued housing and cost of living crisis. More people are presenting as homeless or at risk of homelessness. There are fewer homes available in the private sector and many landlords are serving notices ahead of the implementation of the 6 month notice rules linked to Rent Homes Wales Act 2016 which apply from 01 June 2023.</p>						
CHA008M	Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014	59.25	65.00	63.00		
<p>Causes of homelessness continue to be varied but high levels of private rental notices, relationship breakdown, asked to leave by family or friends remain the most common reasons for homelessness. There were 319 prevention outcomes reported in the year and of those 189 were positive. Negative outcomes were recorded as follows: 47 unsuccessful prevention. 3 refused assistance. 21 non co-operation. 37 application withdrawn. 19 loss of contact. 2 change in eligibility. 1 mistake of fact.</p>						
CHA009M	Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014	44.26	45.00	57.00		
<p>When considering the relief and discharge of full homeless duties there were a total of 357 outcomes recorded for the year and 158 of these were positive. This reflects 44.26% which is slightly below target. Opportunities to assist people to exit homelessness are increasingly challenging with few private rental properties being affordable and social housing supply limited. The homeless cohort continues to be predominantly single person households (approx. 84%) and there is minimal 1 bed accommodation available across the county.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA010M	Number of households accommodated by the Council under Housing Wales act 2014 homeless duties	184.00	100.00	101.00		

At the end of the reporting period, there were 184 households in interim housing. This is a significant increase over the course of the year and reflects the ongoing pressures within the homelessness system. Annual target was to sustain a similar level of households in homeless accommodation. Whilst number of homeless households accommodated by the Council is a concern this is not unique to Flintshire. The breakdown of household types is as follows; Single Male 117, Single Female 38, Families 19, Other 10. Rough sleeping figures remain low (2).

CHA011M	Average length of stay for those households in interim homeless accommodation under Housing Wales Act 2014	95.28	130.00	117.00		
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Homeless accommodation includes those in temporary accommodation, homeless hub and also emergency accommodation (hotel or B&B). The high number of residents placed within emergency housing in the later part of the year is bringing the average figure down. Whilst the average length of stay reducing would usually be a positive outcome, the increase in numbers of households in homeless accommodation is a concern and the increased reliance on hotel and B&B create significant financial pressures. Financial support through the No-one Left Out grant for homeless accommodation has not increased in line with the increase in demand for accommodation.

The longest standing resident occupying homeless accommodation at year end had been in homeless accommodation for 472 days. Average length of stay by homeless accommodation type is as follows; temporary accommodation 150.62 days; homeless hub 126.04 days; emergency hotel & B&B 62.64 days.

CHA012M	Number of referrals received through the Housing Support Gateway	1,447.00	1,400.00	409.00		
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Total referrals for housing related support through the Housing Support Gateway in Quarter 4 was 520. Our service area has continued promotional work and has finalised the development of our webpage on the Council's website. New referral pathways via the Housing and Prevention Service webpage has improved access to services for clients, which is evidenced by the increase in number of presentations to the service. Our IT system to manage referrals is now in its final stages of development which will enable us to report on more accurate data. This data also links into Housing Solutions (Homeless Team) data which shows a significant increase in Homeless presentations - In March 2022, there were 63 Section 62 assessments, compared with March 2023, where there were 127 Section 62 assessments undertaken. Housing Solutions Officers make up a high percentage of the referrals that we receive for support which explains the increase in referrals for housing-related support and supported housing.



# Housing Needs and Housing Options 2022/23

Action	Percentage Complete	RAG	Comment
Developing self-service approaches that enable people to identify their own housing options through online support	80%	●	Phase 2 of of this project is planned for 2023/24 which will offer customers further opportunity to communicate with the housing register team using a digital platform.
Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure	60%	●	Officers continue to work with residents to address those issues that heighten the risk of tenancy failure. Packages of support have been developed to support positive tenancy start up and tenancy sustainment. A lot of activity has been geared towards the homeless cohort due to current focus on moving people of from homeless accommodation. Recent recruitment within the service have provided additional resource to continue this work.
Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals	85%	●	A range of communication activities continue to be routinely delivered to promote our services and generate take up of services. Training for colleagues in other service areas has been delivered to promote the Common Housing Register and the Housing Support Gateway. Work has been completed on revamping both content and design on the website for both the Common Housing Register and Homelessness services. Phase 2 of of this project is planned for the start of the next financial year which will offer customers further opportunity to communicate with the housing register team using a digital platform. Training is being delivered on a regular basis to both internal and external colleagues and is being well received.
Reviewing our sheltered housing stock to ensure that it continues to meet the needs of current and prospective tenants	100%	✔	The Council have now finalised the detailed option appraisals for each identified sheltered scheme/site. We have also completed further assessments in terms of condition of properties and our proposed investment costs to ensure compliance with the Welsh Housing Quality Standards, building safety compliance and energy efficiency. A report has been presented to Cabinet and Housing Scrutiny, detailing our approach to re-classification and further options appraisals as and when sheltered schemes are identified for review. A task and finish working group has now been established to finalise the findings and agree the next steps in terms of consultation with members and residents.






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## Housing Needs and Housing Options 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA013M	Number of applicants on the Common Housing Register	2,424.00	2,400.00	2,401.00		
<p>There has been a 1.5% decrease in the number of applicants for Social Housing but the demand is still high compared to the number of properties available across all Housing Partners.</p>						
CHA014M	Customer satisfaction data for the Housing Register Service	52.27	40.00	32.00		
<p>An online survey was issued in January to a sample of 300 applicants of which 64 responded. 24.38% of the applicants found it very easy to apply in the first instance and 23.36% found the rate of the service good. 52.27% of the applicants would like the opportunity to receive updates on their application via an online service. The responses will inform further online surveys and help inform how we engage digitally with our customers going forward.</p>						
CHA015M	Number of applicants rehoused via SARTH by All Housing Partners	534.00	610.00	149.00		
<p>Lettings by Housing partners are as follows: Flintshire County Council 85; Clwyd Alyn 7; Wales and West Housing 25; Gwrp Cynefin 1. It is noted that Lettings across all housing partners are lower than target and with fewer properties becoming available. The consequence is that the length of time applicants will wait to be rehoused will be longer. Also, there are fewer homes available through social housing providers which reduces the opportunities for the Council to prevent and relieve homelessness through positive move on into social housing. The introduction of Renting Homes Wales Act 2016 on 01 December 2022, may have contributed to the lower numbers of lettings. Turn around of void properties may also have impacted on the number of Lettings.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA016M	Number of applicants rehoused via SARTH by Flintshire County Council	366.00	440.00	122.00		
85 applicants were rehoused by Flintshire County Council in the final quarter of 2022/23 and the total number of applicants rehoused for 2022/23 was 366.						
CHA017M	Number of households rehoused with significant adaptations requirements	15.00	10.00	10.00		
<p>This measure seeks to highlight the work of the specialist housing panel and the rehousing of households with significant property adaptation requirements. Due to their complexity of some applicants property need, the traditional route of the Common Housing Register and existing stock would not routinely meet the needs of this cohort of residents. The specialist housing panel therefore seeks to focus on those residents who without creative and innovative housing solutions, would fail to have their housing needs met. At the end of the reporting year there are 46 live applicants being reviewed by the specialist housing panel and 15 households have been successfully rehoused in the last 12months.</p>						

# Social Housing 2022/23

Action	Percentage Complete	RAG	Comment
Creation of a new amalgamated Disabled Adaptations Team consisting of Privately rented/Owned properties and Council Housing stock	100%		New staff members have now had their assimilation meetings with HR, management, union rep and a start date of 1st February 2023 has now been agreed by all parties.
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	100%		The Council is currently in the process of testing our draft strategy though our Decarbonisation Pilot works programme following the successful grant award (£3m) through the Optimised Retrofit Programme (ORP) bid. The draft decarbonisation strategy will continue to be reviewed and updated and is nearing the final stages for sign off. The Council will ensure the strategy captures our aims and objectives in assuring our plans for decarbonisation are robust and correct for the tenants of Flintshire.
Ensuring that the Council's housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65	100%		The Council continues to target properties that do not meet the Standard Assessment Procedure (SAP) 65 rating through various improvement works. This includes, installation of efficient central heating systems, renewable technology (Solar Panels and Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved. Our current average SAP rating for our entire stock is 73.5 We are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes. The Council are currently waiting for the new standards and guidance (Decarbonisation Strategic Delivery Plan and Welsh Housing Quality standards 2) to be published from Welsh Government, which will be incorporated into our investment programmes.
In partnership with Denbighshire CC, creating a new Dynamic Procurement System in order to ensure CPR's are met and provide a wider opportunity for tendering Disabled Adaptation projects	60%		Currently progressing the project with Denbighshire County Council and Procurement. Unfortunately, due to leave and workloads there has been some delay in progressing it.
Increasing the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes	80%		NEW Homes were originally looking to acquire an additional 5 properties at Maes Gwern this has since increased to 6. There has been a delay in the completion of designated homeless provision at Park Lane (4 units) and Duke Street (2 units). Progress has been slower than anticipated on both sites due to a number of issues, mostly contractor but with BT, Flintshire Street Naming and client preferred kitchen supplier as well. Completion was scheduled for the 3rd February for Duke Street and the Park Lane for the 28th of April and we are monitoring this closely It is anticipated that these will be completed circa Q1 of the 2023/23024 Financial year. The social homes at Mostyn (30 units) have also been delayed due to adverse weather and also sub-contractor issues. The Council's Housing Management Team have visited this site and we are optimistic that they will be also be completed circa Q1 of the 2023/23024 Financial year. There are also 2 larger properties at Ash Grove which we hope to have completed circa Q1 of 2023/23024. NEW 5 additional properties located at Maes Gwern are shortly to be added to the NEW Homes portfolio.

Action	Percentage Complete	RAG	Comment
Listening to our tenants and working with them to improve our services, homes and communities	75%	★	An Action Plan will be developed following the outcome of the STAR survey to ensure services are tailored to the needs of tenant's priorities. Follow up on contact with tenants who have indicated an interest in being involved and devise matrix of areas for preferred involvement.
Supporting our tenants to access technology and create sustainable digital communities	50%	★	Residents enjoyed attending the digital courses delivered by Coleg Cambria as part of the Croeso Cynnes Project November 2022 to March 2023. They have been trained on how to use the device enabling them to keep in touch with family and access to money saving offers. Residents then have the opportunity to lone a tablet device using the Aura tablet loan scheme if they are unable to purchase their own.
Working with housing association partners to build new social housing properties and additional affordable properties	80%	●	We continue to work closely with our Housing Association partners. The next meetings have been arranged for April 2023. Regular review meetings are held both with the individual Associations at both a Housing strategy and at the Regional Strategic Lead level. This is in addition to quarterly meetings with the Housing associations and the Welsh Government. 8 units at Pen Y Coed, Drury were completed by Adra in April 2022. Wales and West completed 23 units at Bryn Awel hotel Mold together with 6 units at Northop Chapel United reform church, Northop.
Working with residents to ensure our communities are well managed, safe, and sustainable places to live	75%	★	Developing digital solution through Total Mobile to ensure that Housing Officers are better equipped to support tenants by having a greater presence on their patch area. Identifying support needs at an earlier stage and referring to Tenancy Sustainment and other support agencies where appropriate.

Social Housing 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA018M	Number of Council Homes under construction	38.00	77.00	77.00		
<p>There has been a delay in the completion of designated homeless units at Park Lane (4 units) and Duke street (2 units). Progress has been slower on both sites due to several issues, mostly contractor related but also connected to BT, Flintshire Street naming and client preferred kitchen supplier. We are closely monitoring progress and anticipate that that these units will be completed circa Q1 of the 2023/2024 financial year. The Social homes at Mostyn (30 units) have also been delayed due to adverse weather conditions, Way Leave issues and sub contractor issues. We remain optimistic that these units will also be completed circa Q1 of the 2023/2024 financial year. In addition, there are 2 larger properties at Ash Grove which also should complete in 2023/2024.</p>						
CHA019M	Number of Council Homes completed	0.00	36.00	0.00		
<p>There has been a delay in the completion of designated Homeless units at Park Lane (4 units) and Duke street (2 units). Progress has been slower on both sites due to several issues, mostly contractor related but also connected to BT, Flintshire Street naming and client preferred kitchen supplier. We are closely monitoring progress and anticipate that that these units will be completed circa Q1 of the 2023/2024 financial year. The Social homes at Mostyn (30 units) have also been delayed due to adverse weather, Way Leave issues and sub contractor issues. We remain optimistic that these units will also be completed circa Q1 of the 2023/2024 financial year. In addition, there are 2 larger properties at Ash Grove which also should complete in 2023/2024.</p>						
CHA020M	Number of Affordable Homes under construction via NEW Homes	6.00	21.00	0.00		
<p>We have re designated a potential site at Pandy, Oakenholt to a different Tenure mix. A fresh Planning Application will be required. The targets for 2023/2024 will be updated to reflect the change.</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA021M	Number of Affordable Homes completed via NEW Homes	0.00	5.00	4.00		
<p>This target will be reviewed and updated for the next financial year 2023/2024. The acquisition of six properties should complete in the second quarter of 2023/2024</p>						
CHA022M	Number of Residential social landlords (RSL's) homes under construction	22.00	150.00			
<p>There has been a delay in some of the larger sites being developed including Northern Gateway (100 units) and 66A Mold Road, Mynydd Isa (56 units) due to contractors withdrawing from contracts which they deemed to have become unviable due to increased costs. the Contractor for Northern Gateway has recently entered Administration. The full Welsh Government grant of £11.2 million from Welsh Government was secured.</p>						
CHA023M	Number of Residential Social Landlord (RSL's) homes completed	44.00	41.00			
<p>We are pleased to report that in these challenging times that 44 homes have been completed.</p>						
CHA024M	To deliver the Welsh Housing Quality Standard to all Flintshire County Council stock by December 2022	100.00	100.00	100.00		
<p>The Council successfully complied with the Welsh Housing Quality Standards to all housing stock on the 31st December 2021. We have continued to maintain this standard to our tenanted homes and will now move into the maintenance phase of these standards. We are now working with Welsh Government and our supply partners in readiness for the new WHQS 2.0 standards that will be shared with the Council in 2023.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA025M	Achieving a SAP rating of 65 or above will be one of the key measures to determine whether or not the WHQS standard has been attained	100.00	100.00	100.00	 100.00	

The Council continues to target properties that do not meet the SAP 65 rating through various improvement works. Installation of efficient central heating systems, renewable technology (Solar Panels and Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved.

Our current average SAP rating for our entire stock is 73.5

All properties now comply with the SAP 65 rating and we are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes.

CHA026M	Total number of Small Disabled Adaptations completed	987.00	320.00		 987.00	
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We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive.

CHA027M	Average number of days to complete a Small Disabled adaptation	7.00	28.00		 7.00	
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These are the small adaptations that are classed as priority. They are to prevent risk, hospital admissions, for example, grab rails, hand rails etc.



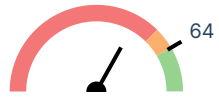

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA028M	Total number of Discretionary Medium Disabled Adaptations completed	59.00	40.00			
<p>We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive. Discretionary adaptations have increased due to the change in DFG policy and removal of a limit to discretionary works.</p>						
CHA029M	Average number of days to complete a Discretionary Medium Disabled adaptation	131.00	122.00			
<p>This is an amalgamated figure of all medium sized adaptations completed, discretionary and mandatory. Unfortunately some mandatory medium cases have had delays when processing the means testing, however now that means testing for all medium adaptations has been removed 23/24 target figures should hopefully be met.</p>						
CHA030M	Total number of Mandatory Medium Disabled Adaptations completed	47.00	60.00			
<p>We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive. The target for 2022/23 was set using the previous year's figure for mandatory medium adaptations awarded however, this was before discretionary adaptations therefore, the target has not been met. During 2022/23, the numbers of mandatory medium adaptations have reduced in line with the increase in the numbers of Discretionary Adaptations following implementation of the new Discretionary Adaptations Policy which has removed the need to means test.</p>						
CHA031M	Average number of days to complete a Mandatory Medium Disabled adaptation	131.00	122.00			
<p>This is an amalgamated figure of all medium sized adaptations completed, discretionary and mandatory. Unfortunately, some mandatory medium cases have had delays when processing means testing, however, now that means testing for medium adaptations has been removed the 23/24 target figures should hopefully be met.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA032M	Total number of Mandatory Large Disabled Adaptations completed	4.00	8.00			
<p>We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive. Large cases can take up to 15 months or longer to complete, currently we have 10 cases in progress at different stages, some of these will complete in 2023/24.</p>						
CHA033M	Average number of days to complete a Mandatory Large Disabled adaptation	502.00	456.00			
<p>A legacy case which had been ongoing for a considerable period (prior to 2022/23) was completed in the 2022/23 reporting period. This had an adverse effect on completion target times. Should this legacy case be excluded from our actual figures then the average number of days to complete a mandatory large disabled adaptation would be 379, which is below our target of 456 days.</p>						
CHA034M	Total number of Disabled Adaptations completed	1,097.00	428.00			
<p>We are completely reliant on the Occupational Therapist recommendation and their clients need, so it is always difficult to project the amount of different sized works we may receive.</p>						

# Private Rented Sector 2022/23

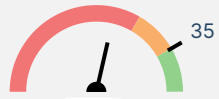
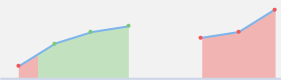
Action	Percentage Complete	RAG	Comment
Developing a "landlord offer" that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed	90%	●	The Landlord Hub section of the Councils Website is now in its final stages of development and due to be launched in Quarter 1 of 2023/24. Continued use of Welsh Government Homeless Prevention Grant has enabled us to sustain the landlord offer relating to rent rescue packages for failing tenancies, including support for landlords who have experienced significant interest rate hikes and have had to increase rents due to their cost pressures. Advice and guidance with the implementation of the Renting Homes Wales Act 2016 is extended to landlords routinely by the Bonds Scheme Officers. The Council are unable to sign up to the Welsh Government Leasing Scheme due to staffing pressures.
Engaging with private sector tenants, giving them a voice and responding to their needs	100%	✔	We continue to work with regional partners and TPAS Cymru to develop a Private Rented Sector Forum to provide opportunity for residents to engage with services and promote opportunities for engagement with residents who live in private rented sector homes. An online event was held online on the 01 March 2023, and residents who attended the event helped develop a Factsheet about the Renting Homes Wales Act 2016 as this was an issue they had identified as creating uncertainty and confusion for private renters. Their feedback has helped shape the content of the form and they have identified further subject ideas for future factsheets.
Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need	60%	●	Market conditions mean that this task is increasingly challenging to deliver on. Many landlords are serving notices in order to sell their properties. Whilst we have a wide range of financial incentives to encourage landlords to consider residents who are open to the Councils Housing Support and Homeless Prevention services, as Contract Holders, the lack of housing and the increasing costs to rent privately is creating additional barriers to being able to improve access to the private rented sector.
Mapping Houses of Multiple Occupation (HMOs) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life	67%	●	The target for this activity was amended from 40 to 35 HMO's to inspect due to the fact that the programme of work commenced during quarter two of 2022/23, following new members of staff joining the team.
Working in partnership with landlords and private sector agents to better understand their needs	100%	✔	The Landlord Forum continues to be delivered online in partnership with National Residential Landlords Association. The last Forum focused on damp and disrepair as this is a topic landlords had requested advice and guidance on. Over 40 landlord attended the Forum. Financial Hardship and Cost of Living issues were identified as another concern for landlords and the Landlord Forum in May 2023 will have a range of guest speakers to help raise awareness of support services that can assist residents and help sustain their accommodation which is positive for landlords.

Private Rented Sector 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHA035M	Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation	51.00	64.00	62.00	 <p>51.00</p>	





51 households were recorded as being supported into private rented housing in order to either relief or prevent their homelessness. Availability of private rental homes is reducing and rent costs are going up, making renting privately unaffordable for many people. A report by the Bevan Foundation into availability of private rental homes found 59 homes available in Flintshire in February 2023 and 0 were charging the Local Housing Allowance rate, meaning they would be unaffordable for most people who are in receipt of benefits or on low wage.

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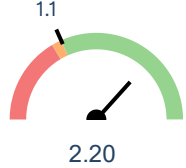
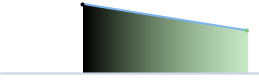
CPE022M	Number of inspections of HMOs	24.00	35.00	18.00	 <p>24.00</p>	
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24 inspections undertaken from the target of 35. Operational and statutory pressures, such suitability checks for Ukrainian refugees and legislative changes in the Private Rented Sector, has affected the delivery of proactive work.

# Empty Properties 2022/23

Action	Percentage Complete	RAG	Comment
Bringing empty homes back into use through the Empty Homes Loan Scheme	100%		This is on-going and this financial (2022/23) year we have approved £200,000 in house into home loans, with a further 3 in the application stage.
Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme	100%		This is on-going. We are waiting on a meeting to put the project management service to a test by undertaking a full refurbishment.
Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street	100%		A number of regeneration schemes have been awarded Welsh Government 'Transforming Towns - Place Making Grant' for 2022-23 and the Regeneration team has worked with property owners and developers to secure funds, start and progress work on site and claim grant funds at the end of March 2023. Amongst grant funded projects (which property owners have invested a minimum of 30% capital funding themselves) one scheme has also applied for and been awarded repayable loan funding as part of a funding investment package alongside non-repayable grant funding. Work is ongoing into the next financial year regarding recent and new enquiries from property owners and developers about regeneration grant and loan funding available to them to support the regeneration of high streets in town centres, and facilitating the development and delivery of new regeneration projects. An application for Shared Prosperity Funding (SPF) was submitted by the Council's Regeneration team, which has been successful at stage 1 (of 2) to secure funds to implement a Town Centre Investment programme comprising 8 projects across 7 towns in Flintshire. In quarter 1 of 2023-24, stage 2 SPF funding application will be developed and submitted. The outcome of this funding application is expected by end June/ early July 2023.
Targeting 'problem' empty homes in our communities and use enforcement powers where appropriate to improve our communities and increase housing supply	100%		Enforcement powers have been used to successfully take 2 long term empty properties through the enforced sale procedure and they are now back in use. Empty Homes has passed over the 3rd property to the solicitors and its due to be sold at auction in the next 2 months.

Empty Properties 2022/23

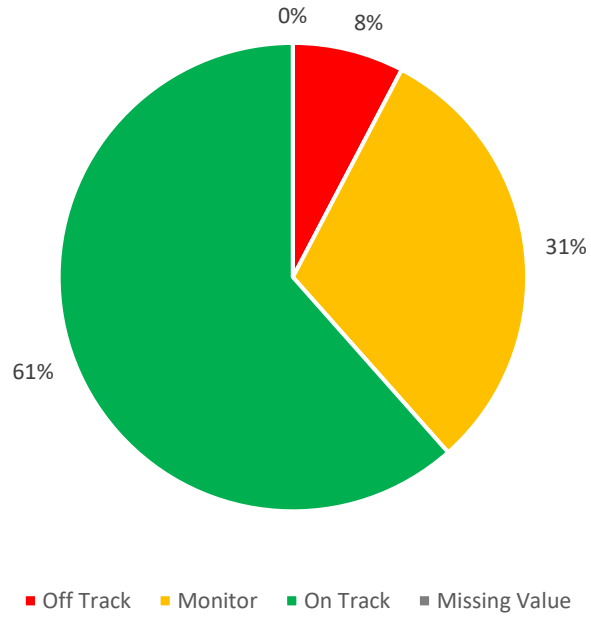
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE003M	Percentage of empty private properties brought back into use	2.20	1.10	3.60		

Based on Council Tax figures of 500 when the housing strategy plan was produced in 2019, we have brought 11 properties back into use with the assistance of loans, enforcement and encouragement which equates to 2.2% for the financial year 2022/23.

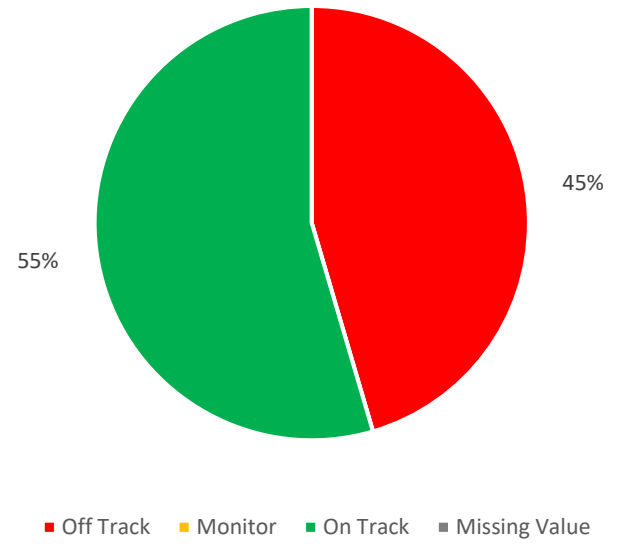
# Green Society and Environment

# Green Society and Environment Overall Performance

## Green Society and Environment - Action RAG Status







## Green Society and Environment - Measure RAG Status





# Carbon Neutrality 2022/23

Action	Percentage Complete	RAG	Comment
Developing plans towards net zero carbon for our assets in line with Welsh Government guidance	100%		Non-domestic Energy team continue to build plans and business cases for building assets to improve energy efficiency and further reduce carbon emissions.
Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board	100%		Data has been submitted to Welsh Government, and the latest progress report has been presented to Climate Change Committee, Governance & Audit Committee, Environment & Economy Overview & Scrutiny Committee and Cabinet.
Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers	60%		A draft procurement policy to map ambitions from 2023 to 2027 is scheduled for Cabinet approval in Q1 of 2023/24. Contained with the new procurement policy is a key objective for Procurement to work with contractors, partners and service providers to support them to reduce their carbon footprint and to become carbon neutral by 2030. To ensure carbon reduction is embedded into future Procurements, a new role has been created in the Procurement service to lead on carbon reduction. The vacancy is currently being advertised.
Working with Flintshire's leisure and culture trust partners to reduce carbon emissions	100%		Partners are involved in relevant Climate Change Programme Working groups. Meetings have been scheduled with both Aura and Newydd to calculate carbon footprints and develop carbon reduction plans.

Carbon Neutrality 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE004M	Council Greenhouse gas emissions	44,980.00	36,960.00			

As detailed in the Climate change programme progress report, all emissions targets were exceeded except supply chain which saw an increase due to the rise in cost of goods and services. This has skewed the progress made to reduce emissions over this financial year and does not give a clear picture of the progress made within other areas of the decarbonisation programme. Work is being carried out over 2023 to better understand our emissions from supply chain.

# Climate Change and Adaption 2022/23

Action	Percentage Complete	RAG	Comment
Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage	60%	★	Non-domestic Energy team continue to build plans and business cases for building assets to improve energy efficiency and further reduce carbon emissions.
Carrying out flood investigations and alleviation works where appropriate	50%	●	First phase reports have been received on both of the flood investigation priority projects and these will inform the scoping and commissioning of the next phases.
Reviewing the Council's Flood Risk Management Strategy	25%	●	Welsh Government have confirmed that the deadline for updating Flood Risk Management Strategies has been put back to spring 2024. Consultants Waterco have been commissioned to assist the Council in producing its strategy, and the scoping meeting took place on 20.04.23. An initial engagement plan will be put together to gain insights into the flood risk priorities to be addressed through the strategy, involving workshops with Members and key stakeholders
Reviewing the Council's Strategic Flood Consequences Assessment	95%	●	Further consultation on revisions to Technical Advice Note 15 (TAN15) Development and Flood Risk have resulted in the need to review the draft SFCA already produced to see if there is any further implications or work required. Consultation comments on the latest changes to the TAN were submitted to Welsh Government on 17th March 2023, following consideration of the comments at the Planning Strategy Group. Final consideration will be given to the draft SFCA prior to its finalisation and submission to Welsh Government

# Fleet Strategy 2022/23

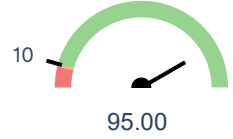
Action	Percentage Complete	RAG	Comment
Converting the authority's fleet to electric and alternative fuels (hydrogen etc)	10%	★	We continue to explore the feasibility of the electric vehicle charging infrastructure across our assets. Further to the 2 EV buses already delivered, and the 2 EV recycling vehicles that are due imminently, we have recently taken delivery of 3 medium-sized electric cars which have been deployed to children's services. The service area has subsequently requested a further 3 additional vehicles to support their service. The fleet workshop team are due to complete EV/HYBRID vehicle Maintenance courses which will be delivered locally by Deeside college.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST001M	Introduce electric vehicles into the recycling fleet	5.00	2.00			

Further to the 2 EV buses already delivered, and the 2 EV recycling vehicles that are due imminently, we have recently taken delivery of 3 medium-sized electric cars which have been deployed to Children's Services. The service area has subsequently requested a further 3 additional vehicles to support their service. The fleet workshop team are due to complete EV/HYBRID Vehicle Maintenance courses which will be delivered locally by Deeside college.

# Green Environment 2022/23

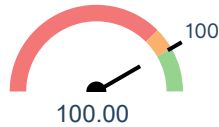


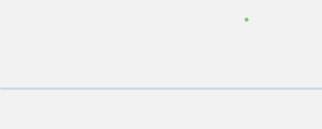
Action	Percentage Complete	RAG	Comment
Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan	100%	✓	Progressing well against key objectives in the plan with 22/23 targets met: Tree planting: 118 standard trees and 2482 whips (creating over 500m of new hedgerows) across 16 sites in Flintshire
Delivery of green infrastructure projects under the Local Places for Nature grant funding stream	100%	✓	All grant aided targets under the local places for nature scheme have been delivered. Over £500k of funding applied for and delivered with a total of 95 GI (Green Infrastructure) interventions with wildflower sites and tree sites combined.
Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty	100%	✓	<p>The 2022/23 actions within the Section 6 Plan were delivered. Highlights include:</p> <ul style="list-style-type: none"> <li>• Greener development conference hosted in November 2022 with approximately 150 delegates</li> <li>• Approximately 30 Flintshire County Council members attended a biodiversity training session in January 2023</li> <li>• 79 new wildflower sites created spring 2023 which equates to 3.9Ha</li> <li>• 3 Town Centre Green Infrastructure Masterplans were developed</li> <li>• Collaboration with 17 schools for biodiversity improvements</li> <li>• Flintshire swift recovery project: a total of 126 nest chambers were erected</li> <li>• A total of 95 Green Infrastructure (GI) interventions with wildflower sites and tree sites combined</li> <li>• Conservation grazing enabled at Bettisfield, Greenfield valley</li> <li>• Community growing space created, 2 Ponds restored.</li> <li>• Habitat management works 5 + sites</li> </ul>

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE005M	Number of Green infrastructure improvement projects and planting	95.00	10.00			
95 GI intervention projects completed						

# Green Access 2022/23

Action	Percentage Complete	RAG	Comment
Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health	100%	✓	<p>All targets for 2022/23 have been delivered. Key highlights include:</p> <ul style="list-style-type: none"> <li>• Delivered the WG Access Improvement Grant - £64K. Completed 3,000 sqm of surface improvements</li> <li>• Supported the Ramblers Association Cymru and their Path for People Project to work with Llanfynydd local community to improve their local path network and environment</li> <li>• Improved the Rural Walks booklet with new accessible routes</li> <li>• Intergenerational/educational walks with Mountain Lane C.P. School undertaken</li> <li>• Achieved the target of 5 LEMO's (Legal Event Modification Orders) for 2022/23 in the Annual Delivery Plan</li> <li>• 77 New Footpath signs were installed on the roadside over the last 12 months</li> <li>• 33 new kissing gates installed as part of the Access Improvement Grant</li> <li>• 704 issues resolved in 2022/23, a 59% increase on 2021/22</li> </ul>
Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study	100%	✓	Scoping study has been completed and was reported to Cabinet in November 2022.

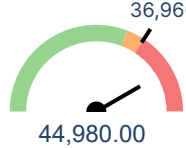


Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE006M	Completion of the Coast park Scoping Study	100.00	100.00			
Completed study and reported to Cabinet in Nov 22						
CPE007M	Number of Kissing Gates and barriers removed from Public Rights of Way	33.00	30.00			
Completed 33 kissing gate installations and resolved 704 issues on the network						

# Renewable Energy 2022/23





Action	Percentage Complete	RAG	Comment
Agreeing appropriate investment strategy for future renewable energy developments	40%	●	Welsh Government Energy Service have provided guidance on next step renewable energy schemes on our land assets. The feasibility of these needs to be assessed on a site-by-site basis in conjunction with the Capital Works programme. Resource to progress and manage this has been approved within MTFS (Medium Term Financial Strategy) and a vacancy business case is being developed to progress this action within 2023.
Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions	40%	●	Welsh Government Energy Service have provided guidance on next step renewable energy schemes on our land assets. The feasibility of these needs to be assessed on a site-by-site basis in conjunction with the Capital Works programme. Resource to progress and manage this has been approved within MTFS (Medium Term Financial Strategy) and a vacancy business case is being developed to progress this action within 2023.

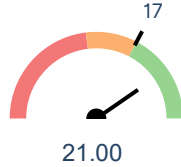

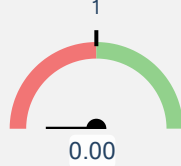
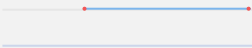
## Renewable Energy 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE004M	Council Greenhouse gas emissions	44,980.00	36,960.00			

As detailed in the Climate change programme progress report, all emissions targets were exceeded except supply chain which saw an increase due to the rise in cost of goods and services. This has skewed the progress made to reduce emissions over this financial year and does not give a clear picture of the progress made within other areas of the decarbonisation programme. Work is being carried out over 2023 to better understand our emissions from supply chain.

# Active and Sustainable Travel Options 2022/23

Action	Percentage Complete	RAG	Comment
Developing the County's electric car charging network	100%		A total of four electric charge points have been installed on the recently constructed Park & Ride facility on Zone 2 Deeside Industrial Park. A further 17 publicly accessible charging points have now been implemented within nine Flintshire car parks. This work is now complete and charge points are fully operational. Welsh Government annual grant application submitted for purposes of identifying future economically viable sites - conformation of funding awaited. Completion of study will enable the Council to quantify funding required to expand strategic network of chargers.
Promoting active travel and further develop the Council's cycleway network	100%		The Active Travel Core allocation has been fully spent and all the initiatives have now been delivered.
Promoting multi modal transport journeys and the development of strategic transport hubs	80%		Works to progress multi-modal transport projects have progressed throughout the year which incorporates a programme of Active Travel schemes, including the A550 Penyffordd to Hope shared use path, a shared use facility in the Wepre Ward of Connah's Quay, A further shared use facility in Buckley (linking into previously delivered Safer Routes Scheme) and a significant shared use facility along the A5104 Saltney. In addition, a number of feasibility studies have been completed to support future funding applications. The Active travel schemes and studies implemented calculate to £1.2million pounds of funding. Two electric bus vehicles have now been delivered and arrangements are currently being progressed for their use. Attempts to secure funding for the construction of Deeside Station have been unsuccessful, for the second time. Locations of strategic transport Hubs are currently being reviewed as part the Council's integrated transport strategy review. Consideration will also need to be given to the outcome of the ongoing Welsh Government Bus Reform.
Promoting the use of public transport through the further development of the Council's core bus network	75%		A number of improvement schemes have been undertaken aimed at improving journey times on the Council's Core Bus Network. Welsh Government funding has been secured this financial year to undertake further infrastructure improvements. The progression of a multi-modal transport infrastructure scheme from Queensferry roundabout to Shotton is currently underway. The '1 Bws' ticket has also been introduced in North Wales in partnership with Local Authorities, Operators and Transport for Wales (TfW). Viability of the Core Network has also been promoted via the introduction of Local Travel Arrangements (LTA's) and Flecsi Services.

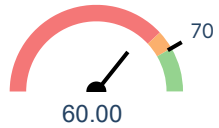
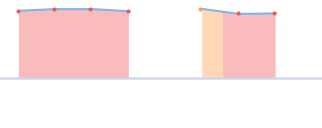
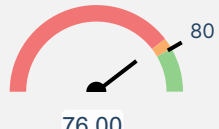
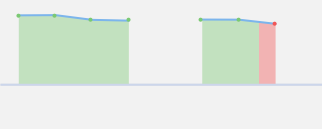
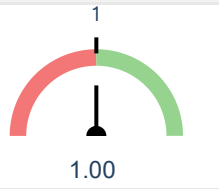
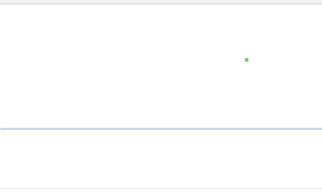
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST002M	Introduce Electric Charging points at key locations across the County	21.00	17.00	4.00		
<p>A total of four electric charge points have been installed on the recently constructed Park &amp; Ride facility on Zone 2 Deeside Industrial Park. A further 17 publicly accessible charging points have now been implemented within nine Flintshire car parks. This work is now complete and charge points are fully operational. Welsh Government annual grant application submitted for purposes of identifying future economically viable sites - conformation of funding awaited. Completion of study will enable the Council to quantify funding required to expand strategic network of chargers</p>						
CST003M	Develop multi- modal transport hub at Garden City	0.00	1.00	0.00		
<p>The ability to progress the Garden City bus interchange has been prohibited due to time constraints within the grant conditions, along with the lack of progression relating to the Bus Only link and land purchase. This resulted in the funding having to be returned to Welsh Government, however the funding to complete the land purchase has verbally been agreed to be carried forward.</p>						

# Circular Economy 2022/23

Action	Percentage Complete	RAG	Comment
Achieving Welsh Government recycling targets	75%	▲	While the statutory recycling target for 2022/23 is 64%, we aspire to meet the target of 70% ahead of 2024/25. Following the impact of the pandemic we had started seeing residual waste tonnages decrease closer to pre-pandemic levels, along with some recycling materials such as glass and food waste. This is improving our overall recycling performance in comparison to 2021/22; however, further improvement needs to be made to achieve national targets (64% 2021/22 & 70% 2024/25) as the current waste strategy is not supporting this. A review of the waste strategy is currently ongoing as recent compositional analysis of the residual waste bins shows that a high proportion of waste put in them could be collected via the weekly recycling service. Residents of Flintshire have been asked to support the Council in achieving these targets by making use of the recycling containers provided. Evaluation of any improvement will be reviewed in September 2023.
Developing and extending the Standard Yard Waste & Recycling Transfer Station	50%	▲	The project to redevelop the Standard Yard materials recovery facility (MRF) in Buckley is ongoing and currently subject to review following a recent tendering exercise to procure the construction of the facility. Due to the commercial sensitivities around the tenders, the details of the procurement exercise cannot be shared publicly. However, there are a number of national issues in the construction industry, which are impacting the project, including supply chain delays and shortages, costs of materials, inflation costs and energy prices. Additionally, and although planning consent for the site was granted over 12 months ago, there are also still a number of outstanding matters to resolve with the site in relation to environmental permitting, utilities, SUDS (Sustainable Drainage Systems), and legal traffic regulation orders, all of which are likely to take some time to resolve. The review will involve an independent assessment of the options available to the Council for future operational depots and examine all aspects of the project, including technical, economic, financial, legal, and environmental considerations. In the meantime, arrangements are in place with a third-party contractor to provide a bulking and storage facility for the local authority for recyclable material and material recovery.
Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises	25%	●	A funding bid to introduce a reuse initiative across all Household Recycling Centers was submitted to Welsh Government for Circular Economy Funding in June 2022 following an unsuccessful bid to the Landfill Tax Communities Fund. The outcome of that bid is still yet to be determined; however, working with Welsh Government colleagues we are hopeful of a positive outcome in 2022/23
Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire	100%	✔	The Repair and Reuse Centre, with café, was successfully opened in 2021. Since that time the café has become well established with customer throughput increasing. A comprehensive programme of upcycling workshops, repair sessions and reuse initiatives are in place each month and are well attended. Further session such as developing IT skills and energy efficiency workshops have also taken place to further benefit the community. A designated webpage is being created on the councils' website to promote these, along with promotion via social media
Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient	100%	✔	In partnership with FCC, Deeside Decarbonisation Forum delivered 5 network events throughout the year and engaged with 210 business delegates. The events are designed to share best practice within private sector decarbonisation work programmes and encourage business collaboration across Flintshire.

Action	Percentage Complete	RAG	Comment
Working in partnership, actively support and engage with community led groups by developing recycling initiatives	50%	★	Options are being developed to undertake a pilot scheme introducing a recycling initiative whereby if a specified community could improve their recycling performance, then the benefits seen, such as financial savings, would be invested back into community groups to develop environmental improvements. The service undertook a food waste minimisation campaign into the new year and supported the national 'Be Mighty, Recycle' food waste campaign, which is being extended with grant funding to increase awareness. A leaflet with the council tax bill went out in March informing residents of the 70% target for recycling to be achieved, along with the financial impacts if it is not.

Circular Economy 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST004M	Percentage of waste reused, recycled or composted	60.00	70.00	62.00		
<p>Our overall recycling performance for Q4 has reduced since Q3 due to the reduced tonnage of waste streams such as garden waste which decreases during the winter months. The figure reported is the estimated year end recycling performance. Data will be submitted to Welsh Government for validation.</p> <p>Following a second stage waste compositional analysis work completed in Q3 it has been identified that over 50% of waste in the residual bin is recyclable waste, with 30% being food waste. Due to this we are not able to achieve the national statutory target of 64% and are not on target to meet 70% by 2024/25. The council's waste strategy is currently under review with the decision of implementing the most effective intervention of restricting the amount of residual waste permitted to be disposed of per week deferred to a later date.</p>						
CST005M	Average Recycling rate across Household Recycling Centres (HRCs)	76.00	80.00	80.02		
<p>Quarter 4 recycling performance across HRCs (76%) has gone below 80% due to reduced tonnages of garden waste and DIY materials which are typically higher during the spring and summer months. When calculated for the whole year (2022/23), the overall recycling performance across the HRC sites remains above 80% as this calculates the peaks of summer and the lows of winter.</p>						
CST006M	Introduce an electronic labeling system for waste collection services	1.00	1.00			
<p>An electronic labelling system (known as RFID) has been fully introduced on the garden waste subscription service. This allows data to be gathered on which bin has subscribed to the service, when the bins have been emptied and where they are located within the county with the purpose of improving vehicle efficiencies and identify bin presentation rates, amongst other benefits.</p>						

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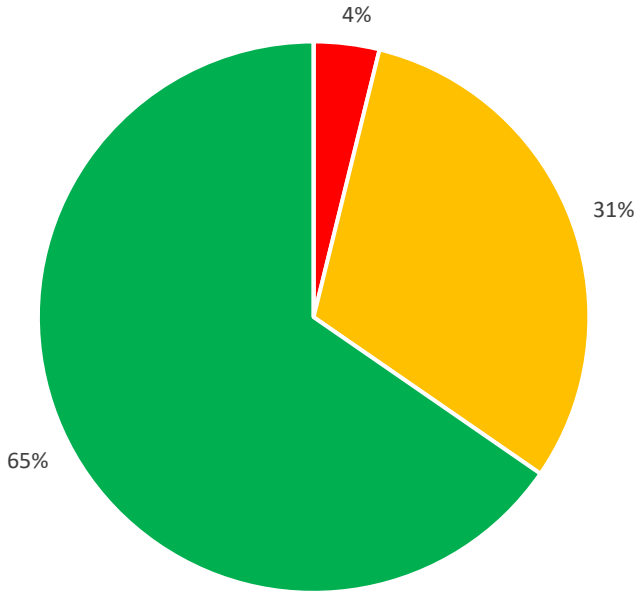


# Economy

# Economy Overall Performance

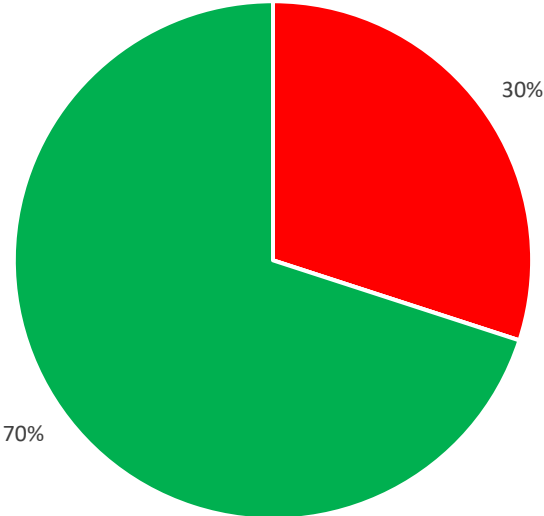
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### Economy - Action RAG Status



Off Track Monitor On Track Missing Value

### Economy - Measure RAG Status



Off Track Monitor On Track Missing Value

# Town Centre Regeneration 2022/23

Action	Percentage Complete	RAG	Comment
Encouraging and supporting investment in town centre properties especially to facilitate more sustainable uses	100%	✓	Enquiries for property owners and developers for grant and loan investment have been received throughout the last quarter (January - March 2023). Site meetings have been held with all individuals who enquired and are eligible for Welsh Governments' Transforming Towns 'Place Making Grant' and 'Property Development Grant', to discuss project development and application criteria/ process. There has been a good number of enquiries from services looking to have a presence in the high street in the future which would help to diversify the use of town centre high streets - most noticeably for Holywell town centre. The council's regeneration team has facilitated these enquiries and fed in the needs of service users/ service providers to the Place Making Plan development work being undertaken currently.
Improving the environment in town centres	100%	✓	A number of actions have been completed over the last quarter (January - March 2023) which contribute towards improving the environment in town centres, these include: 1) Consulting local people in Buckley, Holywell and Shotton about their town centre environment/ future needs and improvements (as part of Place Making Plan development work); 2) Securing funds for new regeneration projects and continuing to deliver existing town centre regeneration projects; 3) Development of 3 town centre 'Green Infrastructure Audits' commissioned, 2 of which have been fully completed and 1 to be completed by May 2023; 4) Development of a project to target improvements to green and blue spaces within Flintshire town centre - submitted as part of a stage 1 funding application to seeking Shared Prosperity Funding application. 5) Environmental Quality Audits completed for Buckley, Holywell and Shotton (as part of a wider Commercial Assessment piece of work) to inform emerging Place Making Plans.
Monitoring the health and vitality of town centres to support effective management and business investment decisions	100%	✓	A number of datasets/ information have been monitored and analysed as part of the Council's monitoring of the health and vitality of town centres these include: 1) Annual vacant property data (derived from non-domestic rates records) was fully analysed in March 2023, 2) Footfall in the town centres where footfall devices are installed and operational, and reports completed using online dashboards/ statistics; 3) Number of empty properties added to the council's vacant property enforcement action plan amongst other data which has been analysed for the emerging Place Making Plans for the towns of Buckley, Holywell and Shotton. A SWOT analysis and commercial assessment for each town centre using data such as rental yields, property sale prices, spend data for people shopping in the town centre has been included. The findings of the data gathering and analysis will feature on the Council's website (regeneration pages) within the coming months - as part of new information that will be shared and communicated. The information gathered throughout 2022-23 regarding the health and vitality of town centres has been communicated to Welsh Government and also informed the 'evidence of need' for a funding application developed to seek UK Government's Shared Prosperity Funding for a town centre investment programme.
Supporting the growth of community enterprises in town centre locations	90%	★	Enquiries about investment in community buildings/ facilities have continued to be received during the last quarter (January - March 2023). Interested parties have been supported to explore funding opportunities and support available to them directly via the Council's Regeneration Team as well as being signposted to other colleagues and external organisations for support. The growth and diversification of community enterprises is part of the proposed Town Centre Investment Programme, a funding application for which has been submitted to seek Shared Prosperity Funding, and one of eight strands to the proposed programme specifically aims to support businesses and community enterprises to develop and grow including areas of support such as reviewing their business performance, development and business plans, skills development and communications/ marketing. It is anticipated the outcome of this funding application will be known by the end of June / early July 2023.

# Business 2022/23

Action	Percentage Complete	RAG	Comment
Engaging town centre small businesses and improve support packages available to them	100%	✓	18 enquiries were received from town centre small businesses during the last quarter from across a number of towns in Flintshire, all of which were related to available funding and investment opportunities. 7 of these enquiries are interested in potentially pursuing an application for the new Welsh Government pilot 'Property Development Grant' and 2 have progressed applications via the Welsh Government Transforming Towns Place Making Grant funding scheme. A number of town centre business owners in Buckley, Holywell and Shotton participated in the online and face-to-face consultation events held in February and March 2023 in relation to town centre Place Making Plans. More engagement with businesses is planned for May and June 2023, relating to sharing emerging consultation findings/data relating to Place Making activity and funding and investment opportunities available to them.
Increasing the scale and impact of the social business sector	100%	✓	During the reporting period, the Social Enterprise (SE) Officer, supported 11 organisations to register as Social Enterprises within the county working in partnership with the Flintshire Social Enterprise Stakeholder group which consists of 7 Flintshire based Social Enterprises. The SE Officer has developed an innovative online based Social Impact Toolkit which has identified £2,807,122.27 worth of social impact within Flintshire.
Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects	100%	✓	Support has been provided to local food and drink groups by hosting a series of networking events such as Meet the Producer and Taste North East Wales Programme, strengthening links between food and drink producers and the tourism sector. Support has been provided to the Mold Food and Drink Festival organisation committee with a successful return of the festival after a two-year break due to the pandemic. The event attracted thousands of people over the weekend and over 100 exhibitors showcased their products with the the majority being from North East Wales (a focus was on local this year). A range of Flintshire County Council services played a pivotal role in supporting the festival organisers. Food and Drink Sector Readiness for National Park Status – Scoping and feasibility study. A development project which gave opportunities for food and drink businesses, networks and relevant organisations to contribute to some early research that may shape the future of support for the food and drink sector in North East Wales. This engagement with the food and drink sector made the research more accurate and reflective of both the current situation and their development needs for the future.
Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient	100%	✓	In partnership with FCC, Deeside Decarbonisation Forum delivered 5 network events throughout the year and engaged with 210 business delegates. The events are designed to share best practice within private sector decarbonisation work programmes and encourage business collaboration across Flintshire.
Supporting recovery of the County's street and indoor markets	100%	✓	A weekly average of 70 regular street traders attended Mold (64) and Holywell (6). In addition, 60 casual traders were accommodated throughout the year around the towns. Mold indoor market has an average occupancy rate of 80% with regular enquiries to occupy the Market Hall. The service successfully delivered Mold and Holywell Easter and Festive Markets drawing hundreds of visitors on each occasion. In addition, the Market Team developed and delivered a range of attractions during school and bank holidays (children's characters; musicians; face-painters etc.) bringing footfall in to the towns and encouraging families to attend the markets.

Action	Percentage Complete	RAG	Comment
Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry	100%	✓	<p>Development of a Flintshire Tourism Ambassador Scheme which provides a series of online learning modules to enhance knowledge of the visitor offer has been offered in Flintshire and the wider North Wales region, free of charge. This includes walking and great outdoors, heritage and culture, towns and shopping, sustainable and food tourism. There are 3 levels of awards – bronze, silver, and gold, depending on the number of modules completed.</p> <p>Support has been provided to local tourism business groups with their programme of networking activities.</p> <p>Flintshire County Council was involved in organising a series of 6 familiarization trips for the tourism sector in North East Wales. These were designed to highlight interesting and key destinations to local tourism businesses. The trips enabled businesses to share the knowledge and encourage visitors to delve deeper into local history, culture, landscapes, attractions and hospitality venues. Over 60 businesses and 170 people attended in total.</p> <p>The overall aim of the North East Wales Heritage Audit project was to highlight the vast amount of interpretative material that has been produced and to make it easily accessible to tourism providers, local communities and business who want to strengthen their sense of place. This project has strengthened links between heritage and the tourism sector. A Heritage Showcase event was held at Ruthin Gaol on 28 March 2023. Over 120 people attended the event with 19 stalls representing 22 groups and societies.</p>
Supporting small and/or local businesses to engage with public sector procurement opportunities	25%	▲	<p>Opportunities to deliver supply chain events did not present themselves during 2022/23. However, the planning and development of the supply chain and social responsibility events are progressing well with Flintshire County Council capital works and Theatr Clwyd to deliver a series of 'Meet the Buyer' sessions in 2023/24.</p>

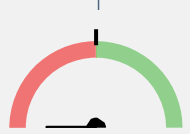
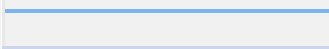
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE008M	Number of small or micro businesses receiving support	352.00	300.00	2,495.00		
<p>352 businesses were supported with general advice, expansion, work force development, finance finding and signposting to relevant organisations.</p>						
CPE009M	Number of social enterprises receiving support	71.00	45.00	41.00		
<p>71 businesses were supported (60 existing businesses plus 11 new businesses started during 2022/23) Delivered 146 businesses support advisory sessions.</p>						
CPE010M	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	78.00	30.00	10.00		
<p>78 businesses supported via Deeside Decarbonisation Network. 5 sessions delivered throughout 2022/23 engaging 210 delegates.</p>						

# Transport Connectivity 2022/23

Action	Percentage Complete	RAG	Comment
Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy	60%	●	Progression of the North Wales Metro and in-year transport schemes have been restricted due to ongoing land negotiations, supplier availability and restrictions associated with the pandemic. In particular, concerns regarding the ability to progress the Garden City bus interchange, have now been raised with Welsh Government due to unresolved land issues and due to time constraints within the grant conditions, funding had to be returned to Welsh Government. The progression of a multi-modal transport infrastructure scheme from Queensferry roundabout to Shotton is currently ongoing for which consultation is now complete. Internal review of feedback received has been completed, however due to the change in 20mph legislation, discussions with Transport for Wales (TFW) and Sustrans are being held to ensure that no further scheme amendments are required prior to construction starting.
Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development	35%	●	Following the publication of Welsh Government's New Wales Transport Plan, we are in the process of reviewing our own Integrated Transport Strategy. Once complete, this will form the basis of Flintshire's forthcoming Regional Transport Plan submission which will be undertaken by a North Wales Corporate Joint Committee (CJC). Local Member Workshops are scheduled for later this year to commence the process of review. A paper is scheduled to go to Informal Cabinet on 9th May 2023

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST008M	Number of schemes delivered through the Welsh Government Active Travel Fund	3.00	3.00	3.00	 3.00	

All three Active Travel schemes have now been delivered


CST009M	Number of bus quality partnerships on the core network	0.00	1.00	0.00	 0.00	
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The ongoing development of the Quality Bus Partnership has been put on hold. Transport For Wales are undertaking a Network review across Wales and whilst the initial report was due in May 2021 this piece of work is delayed due to the consultation of the white paper produced by Welsh Government.






This white paper sets out proposals for public transport bus services to better plan and grow the bus network (<https://www.gov.wales/one-network-one-timetable-one-ticket-planning-buses-public-service-wales-html>). This will ensure it meets public needs, maximise the value we get for our investment in bus services and break our reliance on private cars.



# Digital Infrastructure 2022/23

Action	Percentage Complete	RAG	Comment
Connecting further rural communities to improved digital infrastructure	25%		The service lost its sole specialist officer delivering this work stream and was unsuccessful in recruiting a replacement before the external funding for the role expired. Following a successful budget pressure bid for 2023/24 onwards the role of Digital Connectivity Project Officer has been designed and awaits evaluation. The new role will be the operational lead for encouraging the development of digital connectivity infrastructure (outside of Council business operations) and in encouraging greater adoption of new technologies by communities and businesses.
Starting delivery of the local plans within the North Wales Growth Deal for digital infrastructure	100%		The digital projects with the Growth Deal capital portfolio are progressing through the Treasury Green Book development process as planned. Market engagement is underway for the Last Few Percent project, Outline Business Cases have been drafted for investment in mobile and fibre infrastructure and a Business Justification Case has been drafted for investment in new wireless connectivity infrastructure. Extensive business and stakeholder engagement is underway and the project leads are liaising closely with UK and Welsh Government and telecommunications companies to ensure investment is effective and dovetails with wider plans.

# Local Development Plan (LDP) Targets 2022/23

Action	Percentage Complete	RAG	Comment
Ensuring timely adoption of the LDP once Inspector's Report received	100%		The final binding Inspectors' Report was received on 15 December 2022 which marks the close of the Examination of the Local Development Plan (LDP) by the Inspectors. The LDP was adopted by formal Council resolution at County Council on 24 January 2023 which was well within the required 8 week period.
Maintaining and updating the LDP Housing Trajectory in line with planning decisions made	100%		The adoption of the Local Development Plan (LDP) enables the Council to maintain and update the housing trajectory. Officers are continuing to undertake annual housing land monitoring each April in order to inform future updates of the housing trajectory as part of the first Annual Monitoring Report to be submitted to Welsh Government in October 2024.
Making decisions at Planning Committee in line with the adopted LDP	100%		The Local Development Plan (LDP) was adopted on 24 January 2023 and now forms the statutory development plan for making decisions at Planning Committee or delegated decisions. From the date of adoption the Unitary Development Plan (UDP) ceased to have effect and decisions on all planning applications have been made in line with the LDP.
Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government	100%		The adopted Local Development Plan (LDP) contains a monitoring chapter which provides the basis for monitoring plan performance through an Annual Monitoring Report (AMR). The first AMR will be prepared and submitted to Welsh Government in October 2024, a full 12 month period following adoption.
Referencing the Local Development Plan growth strategy in early work on a North Wales Strategic Development Plan (SDP)	75%		The North Wales Corporate Joint Committee has been convened and has met on several occasions with the Council represented by the Leader and Chief Executive. Much of the early work has been to agree staffing, procedures and governance structures as well as establishing the requirements for various sub committees, one of which will oversee the development of an Strategic Development Plan (SDP). Adoption of the Flintshire Local Development Plan at County Council on 24 January 2023, aligns with the stage reached by the CJC and with the SDP, and as such can make an early input into the consideration of the structure and format of an SDP, and what the main sub regional issues are that the plan needs to deal with.

## Local Development Plan (LDP) Targets 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE011M	Number of calendar weeks for the adoption of the Local Development Plan following receipt of the Inspector's report	8.00	8.00		 8.00	

The LDP (Local Development Plan) was adopted on 24 January 2023 by the Council, within the 8 week period specified following receipt of the Inspector's Report.

# Spending Money for the Benefit of Flintshire 2022/23

Action	Percentage Complete	RAG	Comment
Continuing to generate social value outcomes through the Council's procurement activities	50%	★	Generating social value outcomes through the Council's procurement activities is standard practice and remains a key priority. The performance data for the remaining six months (Q3 and Q4) of the financial year 2022/23 is under review and will be provided upon completion.
Generating local spend to support economic growth through the inclusion of social value measures in procurement activity	50%	★	In the financial year 2022/23, for the remaining six months of the year including Q3 and Q4, approximately £1,816,460 of local spend was generated subject to verification. For the total financial year, the total spend is approximately £4,014,022. NB: Flintshire define 'Local' as the area of Flintshire and also the Mersey Dee Alliance which includes Wrexham, Wirral, Cheshire West and Chester.
Reviewing the Social Value Strategy to identify further opportunities to maximise social value across the Council, its services and expenditure	25%	●	The core priority for generating social value remains on the Council's commissioning and procurement activity. In the reporting period, there have been no further opportunities identified to maximise social value across the Council owing to insufficient capacity and resource. A recent Social Value Performance Report for 2021/22 and the first six months of 2022/23 was presented to Cabinet in January 2023. As part of the recent report to Cabinet, an action plan has been endorsed by Members, which sets out to secure a sustainable programme work. The action plan that will be actioned in 2023/24 will cover areas of policy and process that will be reviewed with a view to making improvements, for example, by simplifying the social value commissioning and procurement process, developing new ways of working that embed social value across the organisation, and developing resources to support commissioning officers and contract managers. The action plan will ease capacity within the service and allow other opportunities to generate social value to be explored, as highlighted within the strategy. A Social Value Leads Implementation Group with Members representing each of the authorities' service areas has been developed since the report presented to Chief Officer Teams and Cabinet Members in January 2023 to progress the action plan.

Action	Percentage Complete	RAG	Comment
Supporting supply chain partners to measure and convert their social value offerings through procurement commitments, into real and tangible benefits for local residents and communities.	50%	●	<p>Supporting the Council's supply chain partners to measure and convert their social value offerings through procurement commitments is standard practice.</p> <p>The programme continues to experience a high number of delays in receiving social value performance updates from suppliers delivering goods, works and services across the Council's service areas. For many contracts registered on the Councils social value performance reporting system named Impact Reporting, suppliers have provided little or no updates despite being prompted to do so by the programme and or relevant contract management team.</p> <p>In some instances, these contracts have ended leaving the authority open to legal challenge. Though the risk of this is relatively minor, the programme team are challenged with both capacity and the resource required to make contact with suppliers in efforts to backdate performance data. This will continue to be reflected in the quarterly and annual performance reports.</p> <p>The main challenge of this is insufficient contract management and limited capacity within the programme to prompt suppliers to provide updates given the high number of contracts which now include social value.</p> <p>In the recent Social Value Performance Report for 2021/22 and the first six months of 2022/23 presented to Cabinet in January 2023, the Council Plan target for the number of pounds of social value generated has already been surpassed for the financial year 2023 in the first and second quarters. This provides reassurance that despite the challenges highlighted, the Council Plan targets continue to be fulfilled with support from the service.</p> <p>As part of the recent report to Cabinet an action plan has been endorsed by Members which sets to secure a sustainable programme of work. The action plan will cover areas of policy and process that will be reviewed with a view of making improvements which include contract management, in efforts to ensure commissioning and contracts officers are accountable for monitoring social value performance as part of their own contracts where applicable. This will further support the challenges which have been detailed. A Social Value Leads Implementation Group with Members representing each of the authorities' service areas has been developed since the report presented to Chief Officer Teams and Cabinet Members in January 2023 to progress the action plan.</p>

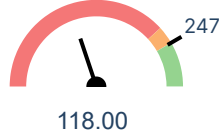
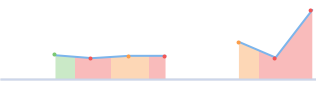
## Spending Money for the Benefit of Flintshire 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CGV004M	Number of contracts delivering community benefits	54.00	60.00	13.00		
<p>In the first six months of 2022/23, 90% of the target for the number of contracts supported to include social value had already been achieved (that was 54 contracts supported within the first two quarters, with an annual target of 60 contracts to be supported). Whilst the figures for quarters 3 and 4 of 2022/23 are still to be fully processed, checked, and verified, it is anticipated that the annual target will have been achieved and good performance in generating social value from the Council's commissioning and procurement activities is expected to have continued to the end of 2022/23.</p>						
CGV005M	Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measures (TOMs) Framework	3,156,253.00	2,400,000.00	1,949,258.56		
<p>The Council Plan target for the pounds of social value generated was achieved and surpassed within the first six months of the year (with over £3m of social value generated within the first six months of 2022/23). Whilst the figures for quarters 3 and 4 of 2022/23 are still to be fully processed, checked, and verified, it is anticipated that good performance in generating social value from the Council's commissioning and procurement activities is expected to have continued to the end of 2022/23.</p>						

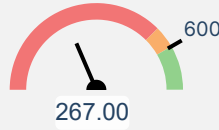
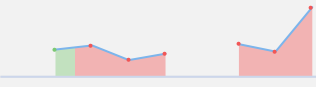
# Reducing Worklessness 2022/23

Action	Percentage Complete	RAG	Comment
Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups	25%	●	During the final quarter of the year, employment pathways took place which was determined by the current need in the labour market. The demand for CSCS (Construction Skills Certification Scheme) training from both clients and employers was high and a Health and Safety Level 1 in construction took place along with a Social Care and Support worker pathway in partnership with Flintshire County Council and DASU (Domestic Abuse Safety Unit). The number of vacancies in these sectors remains extremely high and with the offer of bespoke training for clients it is hoped that they will go on to fill employment opportunities in these sectors. Supporting recruitment and engagement events continued during quarter 4 with a Communities For Work presence at a Parent and Carer event in Connah's Quay. The purpose of the event was to support parents, grandparents and guardians who require work to fit around their childcare commitments. A mini job fair was also held at Mold Jobcentre.
Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market	25%	●	During Quarter 4 a number of events and employment pathways took place to encourage the engagements of participants to the programme. For example Health and Safety in construction, CSCS card initiative developed to encourage people into this sector as there is a demand in the local labour market. Recruitment and engagement events took place during this quarter targeting parents/carers also a mini job fair held at Mold Jobcentre.

## Reducing Worklessness 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE012M	Number of individuals entering employment, learning or volunteering	118.00	247.00	39.00		

Into employment figures have remained below target in the final quarter of 2022/23 but consistent with the previous quarter. In total, 118 individuals entered employment, learning or volunteering during 2022/23. Client engagement has begun to improve and the uptake in training and pathways has slowly started to improve meaning that there has been a shift of people moving closer towards the labour market. There does remain a cohort however, of clients who continue to require a great amount of support with their confidence and anxieties. These clients will continue to be supported with confidence building, volunteering, and employability skills courses to help them move forward. Going forward into the new CFW+ (Communities for Work Plus) programme, large scale job fairs and local recruitment events are planned to bring the labour market opportunities direct to the people of Flintshire with opportunities in their locality.

Page 152	CPE013M	Number of individuals receiving support	267.00	600.00	86.00		
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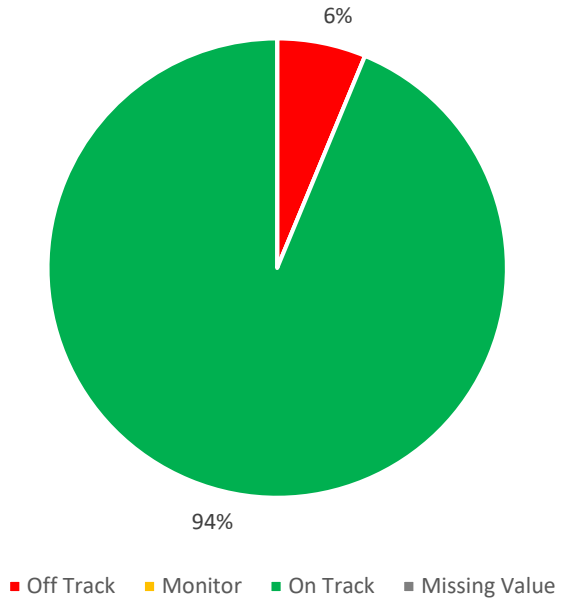
During Quarter 4, 50 individuals received support from the C4W (Communities for Work) programme and were assigned an employment mentor. In total, 267 individuals were supported in 2022/23. Referrals have continued to filter through from Youth Justice, Social and Children's Services. Plans to engage with family liaison workers in school establishments have started with a pilot in Ysgol Gwynedd in Flint. Engagements are picking up after the COVID pandemic and workshops have now been developed for confidence building and interview skills, working with Theatr Clwyd to enable individuals on their journey into employment.



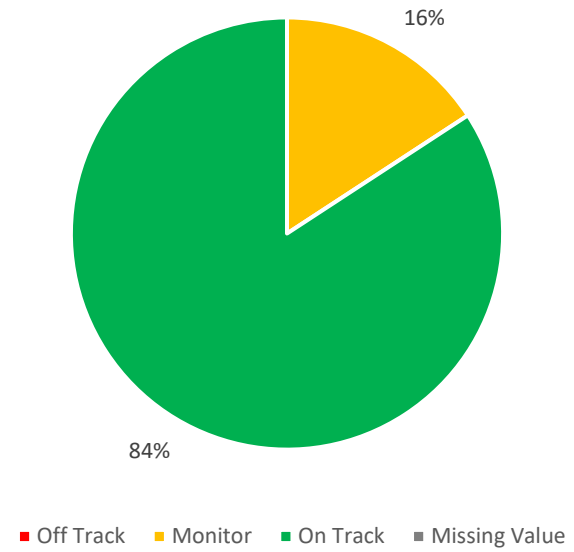
# Personal and Community Wellbeing

# Personal and Community Wellbeing Overall Performance







## Personal and Community Wellbeing - Action RAG Status



## Personal and Community Wellbeing - Measure RAG Status



# Independent Living 2022/23

Action	Percentage Complete	RAG	Comment
Working in Partnership with the Community Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health Services	100%		Social Services and Housing are working closely to create a small team who can improve access to housing support for people with mental health problems. This will be grant funded and will give people the support they need to find and maintain tenancies. We are in the recruitment phase and have agreed the pathways the team will adopt. These are likely to be operational half way through the forthcoming year.
Continuing to grow the Microcare market, utilizing one Development Officer post	100%		We have expanded the Micro-Care market by a further 9 providers. This includes 2 Micro-Carers who are directly commissioned by the council, which is a ground-breaking development for the use of Micro-Carers across Wales. There has been the first development of a daycare service provided by a Micro-Care enterprise in Flintshire, and other models of care have been established for those with learning disabilities, physical disabilities, dementia and mental health conditions. There are currently 10 people being worked with to become a Micro-Care enterprise in this financial year.
Developing a plan to provide additional placements for step down care within our in-house provision	100%		Marleyfield House is fully operational and plans for the new Croes Atti development in Flint that will provide additional step down capacity is on schedule through the planning and development process.
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	95%		Due to long term sickness, the Strategy is due to be presented at the Early Years Board in May 2023 for final comments and sign off. The Strategy will be adopted as of June 2023 and will be a 10 year Plan requiring collaboration and partnership working across the whole Early Years system to ensure effective outcomes for all children.
Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold	100%		The project remains broadly on schedule. A planning application was submitted on 9th December and is yet to be formally approved. The Stage 2 cost plan was submitted in December according to the programme schedule. The Stage 3 cost plan will be completed by end of April and Stage 4 design will commence following this date. There is an element of uncertainty regarding the financial aspect of the project, pending outstanding application to Welsh Government for grant funding. Construction is scheduled to start in July if the programme remains on schedule.
Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership	100%		Some courses are now being delivered as community groups, enabling the participants to engage in their local community and to develop the group. Individuals have been identified who would benefit from support to access community activities in their local community and this support has been provided by the Training Support Worker.



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS001M	Number of Microcare providers	31.00	34.00	24.00		
<p>The overall target was to recruit 10 additional Micro-Carer's this financial year, achieving 9 with another 10 currently going through the process. 2 have left during the year due to personal reasons and alternative career options.</p>						
CSS002M	Number of Microcare customers	188.00	34.00			
<p>Most people who receive services through a Micro-Care service do so via a direct payment from the Council, giving them choice and control over the commissioning of their own care. We have exceeded our target for packages of care delivered through Micro-Care; the data is an estimate based on returns from 22 Micro-Care providers.</p>						
CSS003M	Direct Payments as a % of home-based services	41.00	38.00	39.00		
<p>This measure reflects the percentage of services delivered to support people in their homes which are delivered through a direct payment, giving individuals more choice and control over when and how they receive their support.</p>						

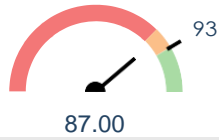
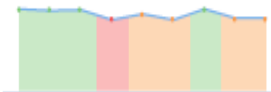
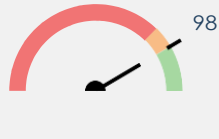
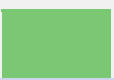
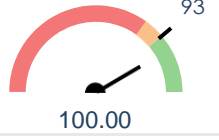

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS004M	Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	100.00	98.00	100.00	 100.00	
<p>Equipment is managed by the North East Wales Community Equipment Service. The National standard for urgent requests is 90% within one day. 5,807 items of urgent equipment were processed, all within the one day timescale.</p>						
CSS005M	Percentage of requests for equipment that meet or exceed the national 7 Day standard	100.00	80.00	100.00	 100.00	
<p>The North East Wales Community Equipment Service continue to provide 100% of equipment requests within the seven day national standard; 7,650 items of equipment were delivered under the 7 day standard.</p>						
CSS006M	Percentage of equipment that is re-used	93.00	70.00	92.00	 93.00	
<p>The standard of 70% is set nationally by the "National Minimum Standards for Community Equipment Services in Wales". However, the North East Wales Community Equipment Service (NEWCES) consistently achieve better than what is requested, with an average of approximately 90% re-use of equipment rather than throwing it away. By doing this there is a yearly cost avoidance of over £2 million.</p>						
CSS007M	Number of courses delivered by the Learning Partnership	70.00	50.00		 70.00	
<p>Courses are well attended. Some courses are now being delivered as weekly community groups by the Learning Partnership i.e. Mindfulness, needle-felting</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS008M	Number of attendees for courses delivered by the Learning Partnership	300.00	180.00			

The number of attendees for the courses has increased over the year from 71 in the May-August period to 92 in January to March period.


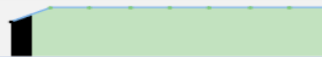
# Safeguarding 2022/23

Action	Percentage Complete	RAG	Comment
Continuing to promote the corporate e-learning package	100%		87% of Social Services staff have now completed the e Learning training, up from 57% at the mid year point. Corporate Safeguarding e-learning has been added to the Council's mandatory training list for all Council staff, with a refresher date of 3 years. A Task and Finish group has been drawn together to plan for the promotion of safeguarding through National Safeguarding Week.
Preparing for the implementation of the new Liberty Protection Safeguarding procedures	100%		The UK Government recently announced that they do not intend to bring forward the necessary legislation to implement the Liberty Protection Safeguards (the LPS) within this Parliament. This means that Welsh Government cannot bring forward its own regulations to implement the LPS in Wales. Despite this decision, the Welsh Government has confirmed that it remains committed to providing funding to protect the rights of those who lack mental capacity under the current Deprivation of Liberty Safeguards (DoLS) system to ensure that that these rights are protected ahead of any future implementation of the LPS. Flintshire County Council will submit its bid for the next instalment of this funding in May 2023.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS009M	The percentage of adult safeguarding enquiries that met the 7 day timescale	87.00	93.00	92.00		
<p>895 safeguarding reports for adults have been received in the year; 140 more than in the previous year, an increase of 18%. Referrals are also more complex than previously. Of the reports that resulted in Section 126 investigation (Social Services and Well-being (Wales) 2014 Act) being undertaken, 87% of these enquiries met the national timescale. The Safeguarding Unit continue to prioritise safeguarding reports on a case by case basis to ensure people are safeguarded.</p>						
CSS010M	The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98.00	98.00			
<p>The Children's Safeguarding Unit continue to maintain consistency in holding case conferences within statutory timescales, working with increasing numbers on the child protection register. The main theme in the few reviews which have fallen out of timescale for Q4 is linked to tracking of younger family members, and ensuring their reviews are completed relative to the time of their birth rather than in collaboration with other older siblings.</p>						
CSS011M	The percentage of Pre-birth assessments completed within timescales	100.00	93.00			
<p>Since October we have an external agency team at the front door which has increased our capacity and support to enable us to complete assessments within timescales.</p>						





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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS012M	The percentage of children who were reported as having run away or gone missing from home who were offered a return interview	100.00	100.00	100.00	 100.00	

All children/young people are offered a 'Return Home Interview' by our Missing Children Coordinator. We do have a small number of young people who decline the service.

# Direct Provision to Support People Closer to Home 2022/23

Action	Percentage Complete	RAG	Comment
Continuing to grow our in-house fostering service to support more looked after children	100%		We have increased our in-house fostering service this year with the recruitment of three new fostering families, and 11 connected person carers, who are caring for children from their own extended family.
Continuing to grow our in-house homecare service to support more people to live at home	100%		Staff recruitment has seen an upturn since the start of the year and as a result the homecare service is able to support an increasing number of people to live in their own homes.
Developing an action plan to recommission our advocacy service for adults	100%		An action plan is in place and pre-tender actions are now completed, although there has been a delay in the process due to the joint purchaser requiring additional resources to match fund. Contract terms now need to be developed in order for the tender to go out.
Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire	100%		The new Flintshire children's residential facilities (Ty Nyth, Y Derwen, Bromfield Park and Chevrons Road) are all going through the final stages of registration with Care Inspectorate Wales.

Direct Provision to Support People Closer to Home 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS013M	Rate of people over 65 helped to live at home per 1,000 population	32.50	34.00	33.00	<p>32.50</p>	

This measure includes individuals who are supported within their community through reablement services, domiciliary care, day services and occupational therapy, and therefore are not requiring a residential care placement.

CSS014M	Number of new foster carer approvals in the year	14.00	5.00	8.00	<p>14.00</p>	
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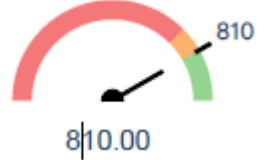

The general carer recruitment continues to be a challenge which all the other Welsh Local Governments are reporting also, connected persons numbers (11 during year) have increased meaning more children and young people are being placed with family.

CSS015M	People with a learning disability accessing Project Search to improve their employability skills	16.00	12.00	6.00	<p>16.00</p>	
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The two Project SEARCH schemes (18-25 and the scheme for 25+) have progressed through the 22/23 year. The 18-25 scheme has had to find an alternative host business for the third rotation (April 23 onwards) due to the original host business changing the scope of their business operations. Recruitment for the intake for the 23/24 year is currently underway.

# Local Dementia Strategy 2022/23

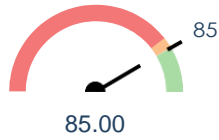

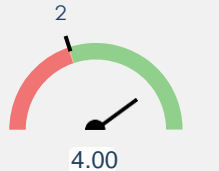
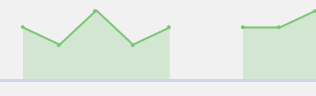
Action	Percentage Complete	RAG	Comment
Establishing a Dementia Strategy Project Board and increasing engagement from citizens with lived experience of dementia	100%		

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS016M	Number of people supported through the Dementia Strategy	810.00	810.00	600.00		

The Flintshire Dementia Strategy was implemented in 2021, aligned to the North Wales Regional Strategy. All local authority, health board and third sector service providers are currently working towards the new All Wales Dementia Care Pathway Standards.

# A well-connected, safe and clean local environment 2022/23

Action	Percentage Complete	RAG	Comment
Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard	100%	✓	The service continues to support communities by delivering on Streetscene Standards with a generic workforce, whilst responding to an increase in demand due to adverse weather conditions.
Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives	100%	✓	An excellent quarter once again with extremely positive work being carried out in Flintshire. There has been a lot of community engagement, member engagement, and working in partnership with internal and external colleagues. Local schools have been excited to come on board and tackle issues, local members are looking to pave the way forward with hot spot areas and work is being shared internally with colleagues across several service areas which is great in making more people aware of the issues being faced. Many successful campaigns and meetings have taken place again during the last quarter, progress has been made with local landlords regarding Duty of Care issues and this has been very encouraging to move forward in tackling the issues. There continues to be lots of engagement with Local Members, Community Groups and School Children. There has been lots of positive events and feedback from people we have engaged with. Work streams are a result of both pro-active and re-active engagement and both elements are keeping the post holder very busy. A really pleasing and encouraging 3 months work.
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	10%	▲	The Friends of the Holway have opened their own Warm Hub where residents can attend to meet with others and received free refreshments, supporting the Croeso Cynnes/Warm Welcome Project which has been and great success. We will continue to work with Friends of the Holway to arrange and hold future events for the residents. This is part of a wider Holywell Plan and is currently in early development stages.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST010M	Achieve minimum level of agreed Streetscene standards	85.00	85.00	85.00		
<p>The service continues to support communities by delivering on streetscene standards with a generic workforce, whilst responding to increasing in demand due to adverse weather conditions.</p>						
CST011M	Number of targeted environmental educational campaigns	4.00	2.00	3.00		
<p>In early January, a presentation was made to a Flintshire County Council Landlords Forum to educate them about Duty of Care relating to waste disposal. Support was offered in the form of multilingual recycling leaflets and posters to be accessed from a newly developed website. On 20 March 2023, a joint initiative was carried out with a local PCSO and Queensferry CP School. The school children became mini police officers for the day and completed pocket notebooks in relation to fly tipping, dog fouling and littering. The Mini Police group are going to contact Transport for Wales regarding a flytip on their land. The school will also take part in the 'Bag it Bin it' campaign encouraging dog owners to be responsible and clear up after their dogs. On 22 March 2023, we attended an Upcycled Fashion Week at Ysgol Gwenffrwd in Holywell. We were asked to be judges at the event and it was really encouraging to see the enthusiasm and creativity from the children. Litter Picking Kits were awarded as prizes for the winners. On 23 March 2023, we attended Westwood CP School in Buckley, where there is an ongoing issue with fly tipping on an area by the school grounds. A door knocking campaign will take place in the area and a banner is to be created for the school fencing. Working with landlords we will hope to seek a joint resolution.</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST012M	Number of community engagement events to promote improved Local Environmental Quality	5.00	2.00		 5.00	

On 31 January 2023, there was a Walkabout with Cllr and area coordinator for Broughton Cllr Gee, this highlighted issues with dog fouling on the football pitch. The community has been encouraged to adopt the 'Bag it Bin in' campaign to highlight the issues. The campaign will take place alongside the Scouts and Football Club and a date needs to be agreed.

On 27 February 2023, there was a householder visit with the Antisocial Behaviour Team regarding side waste procedure. Education given and designated bags for litter picks. Also, investigated further the bins at local properties as some locations had 2 bins.

On 15 March 2023, along Leyland Drive and Belmont Drive Estate in Saltney Ferry, a walkabout was conducted with housing officers and local Cllrs to develop an Environmental Improvement Plan for the area.

On 21 March 2023, during a visit to Clwyd Alyn Estate in Flint, residents were encouraged to reuse, recycle and repair. The visit was part of the 'Not Up My Street' Campaign, a joint initiative with Benthg Cymru, Refurbs Flint, Abbey Upcycling HFT. The Chief Executive from Keep Wales Tidy joined us along with Cornist Park Primary School.

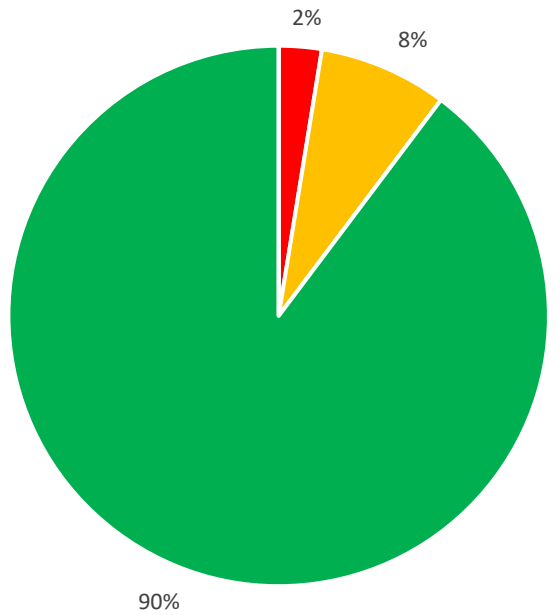
A litter picking event took place as part of a 'Spring Clean Cymru'. A similar event took place with Penyffordd Community Litter Pick, we engaged with residents about the 'Not up my Street' and the 'Bag it Bin it' campaigns. Litter picking kits were provided and recycling containers passed on to the residents. Flint litter picking group collected a fantastic bag of litter during the 'Spring Clean' and this proved them to be the top group and worthy winners.



# Education and Skills

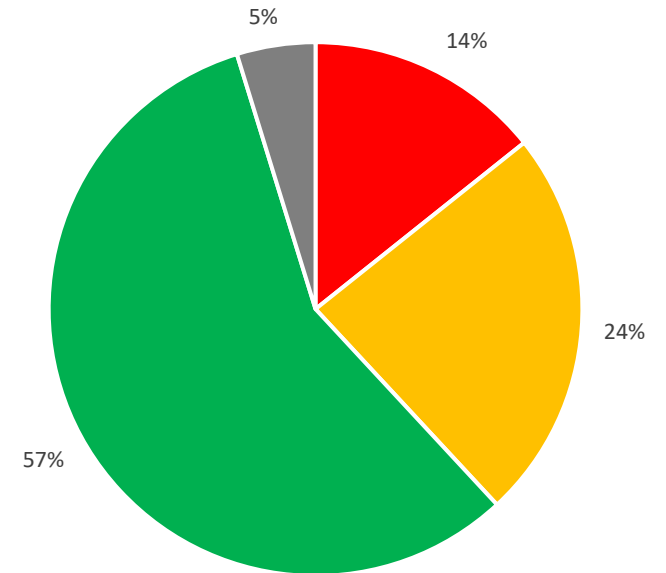
# Education and Skills Overall Performance

## Education and Skills - Action RAG Status



■ Off Track ■ Monitor ■ On Track ■ Missing Value

## Education and Skills - Measure RAG Status






■ Off Track ■ Monitor ■ On Track ■ Missing Value

# Educational Engagement and Achievement 2022/23

Action	Percentage Complete	RAG	Comment
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	100%	✓	The revised Engagement Service processes have been defined and are being rolled out across the service. The implementation is being monitored and reviewed along with the impact of revised models of working.
Maintaining support for settings and schools with the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment	100%	✓	All primary schools have implemented Curriculum for Wales 2022 from September 2022. All secondary schools are on track to implement Curriculum for Wales from September 2023. The regional school improvement service GwE and local authority advisers continue to provide universal and targeted support to schools.
School employees continuing to access the GwE professional learning offer and engage in cluster working	100%	✓	Flintshire schools continue to engage positively with the GwE professional learning offer as identified in their individual school improvement plans. Cluster working is well established. Schools are further developing opportunities for collaborative professional development through the Schools Partnership Programme for primary schools and Alliances in the secondary sector.
Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement	100%	✓	Funding has been directed to schools this year instead of being retained by the Council to support the implementation of flexible educational packages for their pupils. Schools have collaborated in some instances to commission specific courses of interest for groups of pupils or used funding for individuals to increase their levels of engagement. Levels of attendance remain lower than pre-pandemic but access to the direct funding has enabled schools to make provision decisions based on the needs of their particular pupils.

Educational Engagement and Achievement 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY003M	Percentage of schools maintaining progress against key milestones in implementation of the new curriculum	100.00	100.00	100.00	 <p>100.00</p>	
CEY004M	Reduction in the number of permanent exclusions	27.00	25.00	9.00	 <p>27.00</p>	
<p>There is a slight increase compared with the target. We continue to see the impact of the Covid legacy with a small number of learners presenting in a way that has led to permanent exclusion.</p>						
CEY005M	Reduction in the number of fixed term exclusions	1,677.00	1,150.00	1,025.00	 <p>1,677.00</p>	
<p>There has been a notable rise in the level of fixed term exclusion since schools reopened following the pandemic, particularly in secondary schools. Disruptive behaviour and verbal/physical violence towards pupils and adults account for the majority of incidences.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY006M	Percentage of pupil attendance in secondary schools	87.80	89.00	88.78		
<p>The levels of school attendance remain lower than pre-pandemic levels on a national level. There are learners who continue to struggle struggling with routine and an increasing level presenting with anxiety and mental health difficulties.</p>						
CEY007M	Percentage of pupil attendance in primary schools	92.40	93.00	92.70		
<p>The attendance at primary schools was close to target. As with secondary schools, there are a number of learners who have struggled to re-engage with their learning following the pandemic. Schools and Council services are working to support re-engagement.</p>						
CEY008M	Percentage of students taking a Level 3 qualification in STEM subjects	23.00	23.00			
<p>Ensuring students have appropriate choice and support in taking a Level 3 qualification across STEM subjects has continued. This is now evaluated as well embedded in the curriculum offer. STEM subjects include Biology, Chemistry, Physics, Mathematics, Further Mathematics and Medical Science. Biology was the most popular option choice from the sciences.</p>						

# Digital Learning Opportunities 2022/23

Action	Percentage Complete	RAG	Comment
Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation	100%	✓	NEWA (North East Wales Archive) continues to expand the range of digital material hosted on its website and has recently purchased a new scanner with grant funding to increase its capacity to digitise the collection. During this reporting year, the number of digitised items has nearly doubled from 6,613 in March 2022 to 12,856 in March 2023.
Continuing to monitor schools' provision for learners who are 'digitally disadvantaged'	100%	✓	Schools have been sent model collection templates to review the number and range of devices they have for supporting pupils. Schools have received funding via the national Hwb programme from May 2023, specifically for digitally disadvantaged pupils.
Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement	100%	✓	Youth Services have maintained a presence online for some services as well as establishing social media channels. The service continues to explore a digital presence to compliment face to face delivery but overwhelmingly, in-person delivery has been asked for by young people when consulted.
Increasing take-up of digital learning opportunities supported by Aura	100%	✓	Aura libraries provide a wide selection of learning opportunities, examples include: Learn My Way ICT courses (various levels), Tablet training courses to accompany the Digital Loan Scheme Digital drop ins, IT 'buddy' sessions for troubleshooting/specific advice or support Family History sessions using library resources Find My Past and Ancestry.
Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning	100%	✓	Aura continues to provide online training opportunities to communities through the Adult Community Learning Programme. Examples throughout the reporting year have included Mindfulness, Disability Awareness, Autism Awareness and Safeguarding.
Supporting schools and wider education services to increase their digital offer for children and young people	100%	✓	The Hwb Programme Board continues to monitor the Portfolio's work in supporting schools to increase the digital offer for schools. All activity for Welsh Government requirements have been completed in relation to the national roll out of the Hwb Transformation programme. Regular and constructive meetings are held with Welsh Government colleagues. The Portfolio is currently in the process of recruiting a Digital Learning Adviser to provide additional capacity for this work moving forward.
Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place	100%	✓	With the support of the Council's Finance team, all schools have made the scheduled savings this financial year to build a sustainability pot for future hardware replacement, in line with Welsh Government expectations. The Portfolio team has facilitated the purchase of all equipment for schools, including resources for refugees.
Upskilling employees within the Education and Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities	100%	✓	The GwE bulletin will be circulated to Portfolio staff from April 2023. All central staff now have the ability to log on via Eventbrite to access professional development being offered by the regional school improvement consortia. Updates for school facing portfolio staff on digital learning completed in April 2023.

## Digital Learning Opportunities 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU008M	Number of Adult Community Learning attendees	720.00	450.00	408.00		
CAU009M	Number of Adult Community Learning sessions provided in English	440.00	250.00	210.00		
CAU010M	Number of Adult Community Learning sessions provided in Welsh	1.00	5.00	0.00		
<p>Evening for Welsh learners with Author Bethan Gwanas in partnership with Siop y Siswrn and ACL with 35 learners. Demand is currently low but increased opportunities are being planned for.</p>						
CAU011M	Number of digital learning sessions provided in English	52.00	25.00	21.00		

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU012M	Number of digital learning sessions provided in Welsh	0.00	5.00	0.00		
<p>Aura will work to address this through increased networking with Welsh language partners.</p>						
CAU013M	Number of learners registered for digital learning opportunities	81.00	75.00	69.00		










# Learning Environments 2022/23

Action	Percentage Complete	RAG	Comment
Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP	100%	✓	Contractors have been commissioned to start the design development process for Drury CP and Penyffordd CP.
Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code	100%	✓	Consultation has been completed. Final notification of determination to increase capacity was confirmed by Cabinet on 12 January 2023.
Progressing the development of a new premises plan for the North East Wales Archive	100%	✓	The premises plan has been developed to deliver a new Archive building on the preferred site next to Theatr Clwyd. It meets industry standards for Archives and will be highly energy efficient, operating at Net Zero Carbon. It will provide future storage capacity for the service and negate the need to pay for external storage elsewhere. The plan has been reviewed and amended in light of increasing inflationary cost pressures in the construction sector to try and balance building requirements within the available funding envelope.
Seeking Council approval to progress B and B Wales Government 21st Century Schools Investment Programme	100%	✓	The Sustainable Communities for Learning Programme represents the largest strategic investment in Welsh educational infrastructure since 1960s. The Programme is designed to be delivered over a number of waves, or 'bands' of investment, currently in Band B (2019-2024) the Council has agreed with Welsh Government a total investment of circ.85 million. 3 projects identified within Band B have been completed, 4 are in either the initial scoping phase, design development or construction.
Starting construction of the proposed 3-16 campus at Mynydd Isa	100%	✓	Following the successful navigation through Council, Welsh Government business case and Mutual Investment model (MIM) processes, design development and financial close, the Council through its delivery partner Robertson Construction Group is now in construction phase to deliver a new build Primary School for 600 Full time pupils and 43 Nursery Pupils and a Secondary School for 700 pupils, as a campus arrangement on the existing Argoed High School site.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU014M	Percentage of community space used in re-developed Flint Library and Wellbeing Hub	78.00	75.00	75.00	 <p>78.00</p>	

The community rooms continue to be well used, and the community kitchen is also being utilised. We are also delivering several of our activities in the main library area including the Warm Welcome Hub.

# Learning Community Networks 2022/23

Action	Percentage Complete	RAG	Comment
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	100%		North East Wales Archive is now firmly established as a joint service between Flintshire and Denbighshire County Councils under the current arrangement of a Memorandum of Understanding. The staff from both councils work effectively as a single team across two sites, sharing expertise and improving the service delivery for customers. Good examples of this include staff working across both sites, not just their home site where necessary, to ensure resilience of service delivery and the significant increase of digitised items for customers to access via the internet. The appointment of a new Engagement Officer is helping to broaden the outreach of the service into communities to promote the Archive and what it can offer.
Developing a Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities	100%		The North East Wales Adult Learning Partnership has successfully implemented the delivery plan for 2022-2023. All activity is monitored through the Partnership's Curriculum and Quality Groups and regular reports provided to the termly meetings of the Management Group. Work is now underway to complete the annual Self Assessment and complete the Quality Improvement Plan for September 2023. The Partnership has also made maximum use of additional grant funding that has been made available by Welsh Government during the year for Engagement activities.
Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment	100%		Supporting learners strategy is in place.
Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning	100%		The North East Wales Adult Community Learning Partnership has well embedded processes in place now to ensure provision reflects national, regional and local priorities. Opportunities are provided for adult learners to provide feedback and to identify skills needs. The Curriculum group is well established and includes a wide range of partnership representatives. There is an increased focus on ensuring appropriate progression within the learner journey. The Partnership has made effective use of additional Welsh Government funding for engagement activities during the year.
Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications	100%		The 'Learning through Leisure' course has continued to run and proved successful for a number of learners across the secondary school network. The outcomes for learners will be known later in the academic year.
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	50%		Aura have Open Learn Champions in all 7 libraries and learners are being referred to Open Learn courses. Currently Open University Wales is unable to provide statistics for individual learning pathways.
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	100%		Aura has supported 720 learners, providing 440 sessions throughout the reporting year. Examples for 2022-23 include: Nutrition and Fitness Courses, Reach and Reset (exercise for over 60's), Chair Aerobics, Family Fitness in schools, Family History, Food Safety, Mental Health First Aid, Emergency First Aid, Beauty Courses, Employability Sessions for Ukrainian Refugees, Learn My Way ICT courses. Sample feedback from participants: 'extremely interesting course, well presented and in a convivial atmosphere', 'This course has opened up new opportunities for me to learn and meet like-minded people'. 'Thoroughly enjoyed the course and experience', 'This session gets me out and moving and I have made new friends - more please' and 'Doing these classes together has enabled us to learn as a family and get fitter together'.

Learning Community Networks 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU015M	Number of Adult Community Learning sessions provided	440.00	255.00	210.00		
<p>Aura is a lead provider in the NE Wales Adult Community Learning partnership, offering a wide range of courses to adults aged 19 and over. The provision is to support people to engage in learning, to gain new skills and hobbies, and to enable people to gain qualifications and find employment and to provide pathways into particular roles and sectors</p>						
CAU016M	Number of courses accessed through Open Learn		50.00			
<p>Actual unavailable. OU Wales is currently unable to provide figures for the number of individual learning pathways following a referral by Aura.</p>						
CAU017M	Number of libraries offering learning and development opportunities	7.00	7.00	7.00		
CAU018M	Percentage of Aura libraries offering an Open Learn Champion	100.00	100.00	100.00		

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# Specialist Educational Provision 2022/23

Action	Percentage Complete	RAG	Comment
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	80%	●	The outcomes from the feasibility study undertaken around specialist provision has been shared with Council senior leaders and captured as part of the Capital Assets Programme for future consideration. The Welsh Government grant funding has been targeted at primary specialist provision. A modular building expansion has been identified as a viable development to increase capacity and this option is being progressed to support capacity issues in the shorter term.
Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit	60%	●	Work has continued on the development of the offer that schools can access from Plas Derwen. This has not been developed as fully as expected over the year due in part to the significant changes in leadership which resulted in a new headteacher and a reduced senior leadership team. The provision was also inspected by Estyn and a priority focus has been on the recommendations from the inspection.
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	100%	✔	The Council has responded proactively to the duties placed on it as part of the Welsh Government Additional Learning Needs Implementation Programme. Systems have been put in place to support schools and the Council to meet the requirements including those for post 16 learners. Estyn has reported positively about the progress and processes in response to the reforms in schools which have been inspected recently and some reports made positive reference to the support offered by the Council.


Specialist Educational Provision 2022/23

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY009M	Percentage of schools maintaining progress against key milestones in the ALN reforms	100.00	100.00	85.00		

All schools are implementing the new systems brought in by the revised additional learning needs legislation.

# Welsh Education Strategic Plan (WESP) 2022/23







Action	Percentage Complete	RAG	Comment
Continue to improve the Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum	100%	✓	51 members of staff have received training delivered by the Welsh Advisory Service between January and March 2023 - focus on TA training, staff new to school and delivering Welsh via a thematic approach (Foundation learning). Further training opportunities are being made available for the summer term - focus on language and methodology in the outdoors and within Foundation learning. 100% of those attending noted in their evaluations that the training was consistent with the stated objectives. Example of feedback following one course: 'The course has given me some fantastic ideas to take back and the confidence in knowing that oracy is the focus.' 7 teachers continue on the Welsh in a Year Sabbatical course, with an additional 5 teachers from Flintshire carrying out the intermediate course. These 5 will continue with the higher level course in the summer term. All staff have received bespoke support from the Welsh Advisory Service - preparing them for the 1 day a week at their own school working on specific action plan linking to the school priorities regarding Welsh. We have not yet received the figure for the number of staff who've carried out the national online Welsh language courses, specifically for teachers and Headteachers. The Local Authority will receive the number via GwE.
Continuing to increase the capacity and take up of Welsh medium education to achieve Welsh Government targets	100%	✓	The Welsh in Education Strategic 10 year plan was approved by Welsh Government. The 5 year action plan has been developed and continues to be refined as required. The actions identified contribute to the work programme of the Welsh in Education Strategic Forum and its three sub groups for Standards, Provision and Workforce. Regular updates are provided to termly Forum meetings.
Embedding the role of the Integrated Youth Provision Welsh language coordinator	100%	✓	This is completed. The officer is in post.
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	100%	✓	Although this is at 100%, it is ongoing and will grow as the team grows. The overall plan is to increase the immersion programme, which will naturally mean a growth of the bilingual programme as this is a key strategy for our work. We are supporting clubs to have Welsh corners, are leading projects on Welsh culture, are developing partnerships with the URDD to deliver Welsh provision and running a Welsh medium transition club through the play workers.
Extending the range of youth services which can be delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood	100%	✓	Flintshire Youth Services continues to work hard to promote the Welsh Language through our services offered to Young People. Our youth clubs still play a vital role in our achievement of this with their positive attitudes to the promotion of including the Welsh language in their activities. Our core team also have a vital role with the encouragement of the Welsh language and are actively assessing the best methods to use to promote the language.

Action	Percentage Complete	RAG	Comment
Providing targeted support and intervention to schools to raise standards and promote bilingualism	100%		<p>10 schools targeted for Cymraeg Campus Bronze award and 5 schools targeted for the Silver award have received bespoke support from the Welsh Advisory Service. Each of these schools are working on specific targets in response to the Cymraeg Campus questionnaire. Progress has been made by each of the school however, only 3 have been successfully verified for the Bronze award and 4 successfully verified for the Silver award by the end of March 2023. It is anticipated the other 7 will be verified for the Bronze award and additional two schools will be verified for the Silver award during the summer term 2023. 6 schools and one federation have been identified for targeted support for the Bronze award in 2023/24. These have been invited to visit a school that has already reached this standard to observe good practice. These have been planned for March 2023 and where necessary, will continue into April 2023. It is expected that they will compile a 'next steps' action plan following their visit and this will form the baseline for any bespoke support provided by the Welsh Advisory Service in 2023/24.</p>



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY010M	Number of pupils in year 1 in Welsh medium education	120.00	130.00			
<p>This is the number of pupils in year 1 across the 5 Welsh medium primary schools in the local authority.</p>						
CEY011M	Number of Year 11 pupils studying Welsh	102.00	103.00			
<p>This is the number of pupils in year 11 at the one secondary Welsh medium provision in the local authority.</p>						

# Well-Being 2022/23

Action	Percentage Complete	RAG	Comment
Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour	100%		Action complete. Flintshire Council Council Integrated Youth Provision has seconded a youth worker to work alongside Wrexham Youth Service to ensure that young people in Flintshire are supported when referred onto the Inspire programme and when exiting hospital. Furthermore, the school immersion workers also support young people who are displaying mental health risk factors and seek to support young people prior to needing hospital treatment, or are available to support young people on return to school. The seconded youth worker, along with the Inspire workers in Wrexham work with young people in small groups, on an individual basis, and also in an Inspire Youth Club.
Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing	10%		Schools are on track to complete the action plans in accordance with the academic year 22/23 (summer term) following the completions of their audits. This will enable any actions to form part of their development planning in the new academic year.
Improving awareness of trauma informed practice with schools and Education and Youth workforce	100%		Training on Trauma Informed Practice was delivered by Dr Carol Harper through Trauma Informed Schools to 18 delegates from the Education and Youth Portfolio including Chief Officer, Senior Managers, Service Managers, Head Teachers and Senior School Leads. The YJS (Youth Justice Service) has also accessed additional training for 5 practitioners through the Trauma Recovery Model Academy on Trauma Informed Practice. The Senior Manager for Youth Justice has also presented at Education and Youth Portfolio Meetings on progress being made on our Trauma and ACE (TrACE) development plan.
Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement	100%		The grant spending plan was developed by the Emotional Health and Wellbeing multi-agency steering group to ensure the spend was targeted at the key areas of need. In line with the funding guidelines, the capacity of the Council's Counselling Service was increased and staff training and delivery of a range of learner interventions was provided focusing on an improvement in both learner and staff well-being.
Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools	86%		86% of schools have engaged in active communication about the Framework for a whole school approach. This has been a combination of approaches over the year including emails, calls, meetings, briefings and use of the Teams channel. The schools that have not engaged (14%) will be followed up individually during April 2023.
Supporting all secondary schools to complete the School Health Research Network survey in 2022. Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing	60%		Secondary schools have been supported to use their School Health Research Network data as part of their audit for the Whole School Approach to mental and emotional health. Schools have been requested to complete the audit by March 2023 and develop their plans in the summer term 2023.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY012M	Number of schools who have enrolled with the National Nurturing Schools Programme and completed the training	15.00	15.00	15.00	 15.00	

Twelve primary schools and three secondary schools have now completed the Whole School Nurture Approach to Learning. Forty-one schools have recently attended training for Nurture Practitioners.

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 14 <sup>th</sup> September, 2023
<b>Report Subject</b>	Medium Term Financial Strategy and Budget 2024/25
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with an update of the additional budget requirement for 2024/25 in advance of consideration by Cabinet and referral to relevant overview and scrutiny committees.

The Cabinet Report is attached as Appendix A.

### RECOMMENDATIONS

1	That the committee considers and comments on the Medium Term Financial Strategy and Budget 2024/25 report. Any specific matters will be noted and reported back to the Cabinet on 19 September.
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### REPORT DETAILS

1.00	<b>EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET POSITION 2024/25</b>
1.01	The Medium Term Financial Strategy and Budget 2024/25 report will be presented to Cabinet on Tuesday 19 <sup>th</sup> September 2023. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2024/25 report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2024/25 report.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2024/25 report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Medium Term Financial Strategy and Budget 2024/25.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Cabinet report 18 <sup>th</sup> July 2023.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Gary Ferguson Corporate Finance Manager <b>Telephone:</b> 01352 702271 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	As set out in Appendix A.

## CABINET

<b>Date of Meeting</b>	Tuesday 19 <sup>th</sup> September 2023
<b>Report Subject</b>	Medium Term Financial Strategy and Budget 2024/25
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report provides an update on the Council's revenue budget position for the 2024/25 financial year in advance of consideration by relevant Overview and Scrutiny meetings.

In July, Cabinet and Corporate Resources Overview and Scrutiny Committee were advised of an additional budget requirement for the 2024/25 financial year of £32.222m.

This position included the impact of the latest national offer on pay awards, continuing high inflation and increases to service demands. The report also included details of some ongoing risks that could still change the budget requirement.

Budget workshops were held on the afternoon and evening of 31 July 2023 to allow members the opportunity to request any further detail on the overall budget position and timeline for formal budget setting.

The latest budget position for 2024/25 is reflected in this report including an update on the work undertaken by Portfolios over the Summer.

The Council still has a major challenge to identify solutions that will enable it to agree a legal and balanced budget by March next year which it needs to address with urgency.

## RECOMMENDATIONS

1	To receive and note the revised additional budget requirement for the 2024/25 financial year and refer to the relevant Overview and Scrutiny Committees.
2	To note the ongoing work on budget solutions that will need to be urgently considered to enable the Council to set a legal and balanced budget in February 2024.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MEDIUM-TERM FINANCIAL STRATEGY AND BUDGET 2024/25</b>																		
1.01	This report provides an update on the Council's revenue budget position for the 2024/25 financial year in advance of consideration by relevant Overview and Scrutiny meetings.																		
1.02	In July, Cabinet and Corporate Resources Overview and Scrutiny Committee were advised of an additional budget requirement for the 2024/25 financial year of £32.222m.																		
1.03	This position included the impact of the latest national offer on pay awards, continuing high inflation and increases to service demands. The report also included details of some ongoing risks that could still change the budget requirement.																		
1.04	Budget workshops were held on the afternoon and evening of 31 July 2023 to inform members of the current position and provide the opportunity to request any further detail on the overall budget position and timeline for formal budget setting.																		
	<b>THE REVISED ADDITIONAL BUDGET REQUIREMENT</b>																		
1.05	<p>Since July there have been some changes to the additional budget requirement, and these are set out in the table below:</p> <p><b><u>Table 1: Changes to the Additional Budget Requirement 2024/25</u></b></p> <table border="1"> <thead> <tr> <th></th> <th>£m</th> <th>Note</th> </tr> </thead> <tbody> <tr> <td><b>July Cabinet Report</b></td> <td><b>32.222</b></td> <td></td> </tr> <tr> <td><b>Increases to Pressures:</b></td> <td></td> <td></td> </tr> <tr> <td>Business Systems inflationary increase (1)</td> <td>0.039</td> <td>(1)</td> </tr> <tr> <td>Reprofile of Mayrise System replacement</td> <td>0.075</td> <td>(2)</td> </tr> <tr> <td><b>New Pressures</b></td> <td><b>0.050</b></td> <td><b>(3)</b></td> </tr> </tbody> </table>		£m	Note	<b>July Cabinet Report</b>	<b>32.222</b>		<b>Increases to Pressures:</b>			Business Systems inflationary increase (1)	0.039	(1)	Reprofile of Mayrise System replacement	0.075	(2)	<b>New Pressures</b>	<b>0.050</b>	<b>(3)</b>
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	<p>School Health and Safety Monitoring Officer</p> <table border="1" data-bbox="320 203 1394 241"> <tr> <td data-bbox="320 203 1145 241"><b>Revised Additional Budget Requirement</b></td> <td data-bbox="1145 203 1394 241"><b>32.386</b></td> </tr> </table> <p>Note:</p> <ol style="list-style-type: none"> <li>1. Further inflationary increases on business systems have been identified which increases the overall pressure to £0.075m.</li> <li>2. A further update on the timing of the replacement of the Mayrise System has brought forward the pressure from 2025/26 to 2024/25.</li> <li>3. The post is related to the increasing demand generally from schools for health and safety advice and particularly related to the increased rigour from Estyn and more recommendations about Health and Safety matters.</li> </ol>	<b>Revised Additional Budget Requirement</b>	<b>32.386</b>
<b>Revised Additional Budget Requirement</b>	<b>32.386</b>		
1.06	<p><b><u>ONGOING RISKS</u></b></p> <p>The July report included a number of ongoing risks, and an update is provided below (para 1.07 to 1.14) for those that still remain and which may change the additional budget forecast requirement further.</p>		
1.07	<p><b><u>Pay Awards</u></b></p> <p><u>Impact of National Pay Awards</u></p> <p>National Pay awards have still not been agreed; the latest offer for NJC (Green Book) employees has been rejected and Trade Union Members have been balloted for potential industrial action.</p> <p>Assumptions for teachers pay are in line with current awards communicated by the Minister for Education and Welsh Language. These have not been accepted by all teaching unions and a formal dispute is still ongoing.</p> <p>Whilst the impact of the current offers are included in the forecast, any increase to these will add to the amount that will need to be found for 2024/25.</p> <p><u>Pay Modelling</u></p> <p>No figures are currently included for any impact of the pay modelling review which has commenced to address the difficulties currently being experienced in recruitment and retention. The review is due to be completed later this year.</p>		
1.08	<p><b><u>Homelessness</u></b></p> <p>The homelessness service is continuing to see increasing numbers presenting for support and the projected overspend in the current financial year has increased to £2.4m over the summer and there is a significant risk of this increasing further by the end of the financial year. An additional amount of £2m is currently included in the forecast so will need to be kept under close review.</p>		

1.09	<p><b>Social Care</b></p> <p>A number of risks remain within the service such as on-going recruitment and retention challenges, new statutory responsibilities and the impact of inflationary increases as well as match funding for projects such as the Regional Integration Fund (RIF).</p> <p>On-going support from existing grants is an area on which the service depends, so the continuation of these is critical. Any reduction would clearly present a risk to service delivery.</p>
1.10	<p><b>Streetscene and Transportation</b></p> <p>The review of the Waste Strategy is likely to impact on future costs of the service in relation to the ongoing risk of potential infraction fines for failing to achieve Welsh Governments statutory recycling targets in 2022-2023 (estimated to be in the region of £470k).</p> <p>The risk that the Sustainable Waste Management Grant may be ceased or reduced is still a concern. This is a revenue grant of £0.742m provided by Welsh Government to support the provision of re-use and recycling services, as well as preventing waste. Any reduction of this grant from the current level could impact on further revisions to the forecast.</p> <p>The funding arrangements for the Bus Emergency Scheme and the Bus Transition Fund is still unknown beyond March 2024 so will need to be kept under close review.</p>
1.11	<p><b>Education and Youth</b></p> <p>As previously reported, an increase in the cost of employer teachers' pension contributions is anticipated from April 2024 this could be significant.</p> <p>There are no specific indications of the likely scale of the increase at this stage, although it is expected that it will be fully funded by UK Government.</p> <p>Increases in demand and complexity for Additional Learning Needs, Specialist Provision and Education Other Than At School (EOTAS) is currently being funded by additional Welsh Government grant. There are a number of risks relating to the continuation of grant funding into 2024/25 which will need to be kept under review.</p> <p>Further work is being undertaken on demography and the impact of any changes on revenue costs due to the school modernisation programme.</p>
1.12	<p><b>Out of County Placements</b></p> <p>The position on Out of County placements remains an ongoing risk and the projected overspend in the current financial year is now more than £1m. An amount of £0.500m is included in the current forecast which will need to be kept under review throughout the budget process.</p>

1.13	<p><b>Utility Costs</b></p> <p>Utility costs remain a risk; significant additional funding had to be added to the 2023/24 budget. At this stage we do not anticipate any further increase for 2024/25, but this will be monitored closely throughout the year in line with intelligence from the market and our current energy providers.</p>																
1.14	<p><b>External Partners</b></p> <p>Our external partners are also subject to the same cost pressures on pay and inflation which will present them with similar challenges to the Council. There is a risk and likelihood that additional contributions will be sought from the Council which will need to be considered in line with overall affordability.</p>																
	<p><b>Funding Solutions</b></p>																
1.15	<p>Over the summer all Portfolios have undertaken a review of the following areas:</p> <ul style="list-style-type: none"> <li>• Impact of reducing/removing cost pressures</li> <li>• Review of proposals not taken forward in 2023/24 and any new proposals for 24/25</li> <li>• Review of the 2022/23 Outturn</li> <li>• Review of Earmarked Reserves</li> </ul> <p>The outcome of this work is detailed in paras 1.16 – 1.19.</p>																
1.16	<p><u>Review of Existing Cost Pressures</u></p> <p>A further review of all cost pressures included in the forecast has been undertaken across all services. This has identified the following changes:</p> <p><b><u>Table 2: Pressures to be removed/reduced</u></b></p> <table border="1" data-bbox="320 1384 1238 2085"> <thead> <tr> <th data-bbox="320 1384 895 1429"><b>Pressure</b></th> <th data-bbox="895 1384 1238 1429"><b>Amount (£m)</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1429 895 1462"></td> <td data-bbox="895 1429 1238 1462"></td> </tr> <tr> <td data-bbox="320 1462 895 1496"><b>Social Care Pressures:</b></td> <td data-bbox="895 1462 1238 1496"></td> </tr> <tr> <td data-bbox="320 1496 895 1608">Reduction of Homecare Pressure due to current underspend</td> <td data-bbox="895 1496 1238 1608">0.050</td> </tr> <tr> <td data-bbox="320 1608 895 1794">Reduction in North East Wales Community Equipment Service (NEWCES) Inflationary Pressure – partially offset by grant</td> <td data-bbox="895 1608 1238 1794">0.050</td> </tr> <tr> <td data-bbox="320 1794 895 1906">Special Guardianship Order Pressure – to be met from existing budget.</td> <td data-bbox="895 1794 1238 1906">0.050</td> </tr> <tr> <td data-bbox="320 1906 895 2018">Deferral of Regional Collaboration Team Pressure</td> <td data-bbox="895 1906 1238 2018">0.050</td> </tr> <tr> <td data-bbox="320 2018 895 2085"><b>Housing and Community Pressures:</b></td> <td data-bbox="895 2018 1238 2085"></td> </tr> </tbody> </table>	<b>Pressure</b>	<b>Amount (£m)</b>			<b>Social Care Pressures:</b>		Reduction of Homecare Pressure due to current underspend	0.050	Reduction in North East Wales Community Equipment Service (NEWCES) Inflationary Pressure – partially offset by grant	0.050	Special Guardianship Order Pressure – to be met from existing budget.	0.050	Deferral of Regional Collaboration Team Pressure	0.050	<b>Housing and Community Pressures:</b>	
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1.17	<p><u>Review of Outturn 2022/23</u></p> <p>The Final Outturn for 2022/23 was a net underspend of £3.013m (excluding the impact of the pay award which was met from reserves).</p> <p>A significant proportion of the underspend was within central and corporate due to one-off NDR revaluations and temporary reductions in borrowing compounded by increased investment income.</p> <p>A review of the outturn position for 2022/23 has been undertaken to assess any opportunities for recurring cost reductions and an amount of £0.150m has been identified as detailed below:</p> <p><b><u>Table 3: Review of Outturn</u></b></p> <table border="1"> <thead> <tr> <th>Budget Change</th> <th>Amount (£m)</th> </tr> </thead> <tbody> <tr> <td><b>Planning Economy and Environment:</b></td> <td></td> </tr> <tr> <td>Increase to Income budget for planning fee application</td> <td>0.100</td> </tr> <tr> <td><b>Social Care:</b></td> <td></td> </tr> <tr> <td>Increase to Income budget Older People Commissioning</td> <td>0.050</td> </tr> <tr> <td><b>Total from Review of Outturn</b></td> <td><b>0.150</b></td> </tr> </tbody> </table>	Budget Change	Amount (£m)	<b>Planning Economy and Environment:</b>		Increase to Income budget for planning fee application	0.100	<b>Social Care:</b>		Increase to Income budget Older People Commissioning	0.050	<b>Total from Review of Outturn</b>	<b>0.150</b>
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1.18	<p><u>Revisiting of 2023/24 options not included</u></p> <p>Options totalling £6.625m were identified for consideration during budget setting for 2023/24 and were given a risk status (Red/Amber/Green)</p> <p>Options totalling £4.073m were taken forward and included in the final approved budget for 2023/24.</p> <p>All portfolios have reviewed the proposals not taken forward (£2.552m) which has resulted in £0.445m being brought forward for consideration in 2024/25.</p> <p>Further additional options for 2024/25 of £1.321m have also been identified bringing the total amount of proposals for consideration to £1.766m.</p>												

**Table 4: Options to be considered**

<b>Portfolio</b>	<b>Amount (£m)</b>
<b>Education &amp; Youth:</b>	
• Review of Youth Services	0.100
<b>Social Care</b>	
• Welsh Government Grants	0.050
• Newydd Cleaning Contract	0.100
<b>Streetscene and Transportation</b>	
• Part time opening of Household Waste Recycling Centres (HWRC)	0.150
• Garden Waste collections	0.025
• Review/Reduce Service Standards	0.025
• Food Waste Bag charges	0.010
• Review/Reduce Service Standards – Cemetery Maintenance	0.025
• Review of School Transport routes	0.035
• Introduce Night working	0.025
• Cleansing Standards/Zero tolerance - Littering	0.030
• Charge for Compost material at HWRC sites	0.010
• In house services e.g. weed spraying, traffic management	0.010
• Increased charging for Car Parking including changes to permit schemes	0.050
• Full Cost Recovery for supporting community events	0.010
<b>Assets</b>	
• Stonewall subscription	0.003
• Rent Review of commercial estate	0.104
• Valuation and Estates - restructure	0.010
• Reduction in Third Sector funding	0.028
• Social Value	0.048
• Strategy Office restructure	0.072
<b>Governance</b>	
• Revenues – Discretionary Rate relief	0.004
• Revenues – Cash in Transit	0.012
• Revenues – Single Person Discount Review	0.150
• Procurement – Reduction in contribution	0.009
• Internal Audit – Vacant Post	0.049
• IT – Reduction in Equipment requirements	0.018
• IT – Mobile Phone contract	0.094
• Connects – Reduction in budget	0.010

	<b>Corporate Finance</b>	
	• Central Loans and Investment Account	0.500
	<b>Total options to be considered</b>	<b>1.766</b>
	<p>Further work on understanding the risks associated with the above proposals will be undertaken prior to them being considered by Overview and Scrutiny Committees.</p> <p>There are a number of further options being considered and work on these is ongoing.</p>	
1.19	<p><u>Review of Reserves and Balances</u></p> <p>A detailed review of all earmarked reserves has been undertaken and the overall position is due to be concluded by the end of September. The outcome of this work will be reported as part of the month 5 revenue monitoring report.</p> <p>Whilst this is not a solution that can be used on a recurring basis, any earmarked reserve that can be released will increase the amount available within the contingency reserve.</p>	
1.20	<p><u>Fees and Charges</u></p> <p>The Council has adopted a comprehensive policy for fees and charges for chargeable services. The annual review was approved by Cabinet in July and will contribute £0.310m to the 2024/25 budget.</p>	
1.21	<p><u>Actuarial Review</u></p> <p>As part of the triennial review of the Clwyd Pension Scheme an indicative figure of £2m was identified for 2024/25 (2<sup>nd</sup> year of 3) as a potential reduction in employer pension contributions for 2024/25.</p>	
1.22	<p><u>Aggregate External Finance (AEF)</u></p> <p>The 2023/24 Welsh Local Government settlement provided an updated indicative figure for 2024/25 of 3.1% which equates to an uplift of around £7.8m for the Council.</p> <p>Although the indicative allocation was welcome, it is at a significantly lower level than previous years so will present major challenges and will increase the requirement for budget contributions from other sources.</p>	
1.23	<p><u>Local Taxation</u></p> <p>It is too early to make an assumption on council tax levels for 2024/25 as this will be largely dependent on how successful the Council is in identifying portfolio and corporate efficiencies. As in previous years council tax levels will be a key consideration in the final stage of the budget process.</p>	

If there was a similar increase in Council Tax as in 2023/24 this would provide an additional £5.6m.

1.24

**Table 5 : Summary of Revised Overall Position**

	£m	£m
<b>Additional Budget Requirement 2024/25</b>		<b>32.386</b>
<b>Budget Solutions</b>		
Increase in AEF 3.1%	7.800	
Council Tax (Indicative figure only 5%)	5.600	
Review of Pressures	0.718	
Review of Outturn	0.150	
Efficiencies/Review of RAGs	1.766	
Fees and Charges Review	0.310	
Actuarial Review (year 2 of 3)	2.000	
<b>Total Solutions</b>		<b>18.344</b>
<b>Remaining Gap</b>		<b>14.042</b>

1.25

**Summary and Conclusions**

The Council clearly has a major budget challenge for the financial year 2024/25 if there is no movement in the indicative uplift in the settlement of 3.1% from Welsh Government. This is significantly below the level required to meet current service demand and inflationary impacts – most of which are outside of the Council’s control.

We will continue to make representations for a better settlement alongside all Welsh Councils through the Welsh Local Government Association (WLGA), although it does appear clear that Welsh Government also have a challenging budget situation which they are grappling with, and which means that an improved increased settlement figure cannot be assumed.

At this stage the amount remaining to be found to reach a legal and balanced budget is £14.042m and the Council will need to urgently consider further cost reductions of significant scale to bridge that gap as a matter of priority.

There is a need for a radical and strategic programme of service transformation to ensure that the Council is developing cost reductions over the medium term in order to protect its ongoing future financial position and ensure it is further prepared for inevitable future budget challenges.

The cost pressures and cost reductions identified to date will now be considered by relevant overview and scrutiny committees and a second budget workshop is being scheduled for 5 October which is open to all members.

Regular updates will be provided to members throughout the budget process in conjunction with the budget timeline detailed in the report.

1.26	<b>Table 2: Budget Timeline</b>	
	<b>Date</b>	<b>Event</b>
	September 2023	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Updated additional budget requirement and emerging budget solutions
	5 October 2023	2 <sup>nd</sup> Member Workshop
	October/November 2023	Overview & Scrutiny Committees
	December 2023	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Budget Update
	December 2023	WG Draft Budget/Provisional Settlement
	January 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Proposed budget requirement and solutions
	February 2024	Report to Cabinet and Council - Final Budget Proposals
	March 2024	WG Final Budget/Settlement

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p><b>Revenue:</b> the revenue implications for the 2024/25 budget are set out in the report.</p> <p><b>Capital:</b> the borrowing needs for the capital programme are built into the revenue estimates for 2024/25.</p>

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>				
3.01	<b>Ways of Working (Sustainable Development) Principles Impact</b>				
	<table border="1"> <tr> <td>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> </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
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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.
<b>Well-Being Goals Impact</b>	
Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.
Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.
Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral impact.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Consultation has taken place with Portfolio Management Teams and the Chief Officer Team, the Finance Team, Cabinet Members, Group Leaders and Scrutiny Committees. Further consultation will be undertaken through Member briefings and specific Scrutiny meetings during the Autumn.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None to this report

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Cabinet Report 18 July 2023

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Gary Ferguson Corporate Finance Manager <b>Telephone:</b> 01352 702271 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>

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

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.

**External Partners:** Organisations outside of the Council that we work alongside to deliver services.

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 14th September, 2023
<b>Report Subject</b>	Revenue Budget Monitoring 2023/24 Month 4 and Capital Programme 2023/24 Month 4
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2023/24 (Month 4) Report and the Capital Programme 2023/24 (Month 4).

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2023/24 (Month 4) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2023/24 (Month 4) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.

### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2023/24 (MONTH 4), CAPITAL PROGRAMME 2023/24 (MONTH 4)</b>
1.01	The Revenue Budget Monitoring 2023/24 (Month 4) report will be presented to Cabinet on Tuesday 19 <sup>th</sup> September, 2023. A copy of the report is attached as Appendix A to this report.

1.01	The Capital Programme 2023/24 (Month 4) report will be presented to Cabinet on Tuesday 19 <sup>th</sup> September, 2023. A copy of the report is attached as Appendix B to this report.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	As set out in Appendix A; Revenue Budget Monitoring 2023/24 (Month 4); Capital Programme 2023/24 (Month 4).
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<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
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3.01	As set out in Appendix A; Revenue Budget Monitoring 2023/24 (Month 4); in Appendix B; Capital Programme 2023/24 (Month 4).
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<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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4.01	None required.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix A; Revenue Budget Monitoring 2023/24 (Month 4) Appendix B; Capital Programme 2023/24 (Month 4)
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	None required.
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
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7.01	<b>Contact Officer:</b> Dave Ledsham, Finance Manager <b>Telephone:</b> 01352 704503 <b>E-mail:</b> dave.ledsham@flintshire.gov.uk
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<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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8.01	<b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
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**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.

**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.

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**CABINET**

<b>Date of Meeting</b>	Tuesday 19 <sup>th</sup> September, 2023
<b>Report Subject</b>	Revenue Budget Monitoring Report 2023/24 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

**EXECUTIVE SUMMARY**

This report provides the first detailed overview of the budget monitoring position for the 2023/24 financial year.

The projected year end position is as follows:

**Council Fund**

- An operating deficit of £2.644m (excluding the impact of the pay award which will need to be met by reserves – currently estimated as £2.727m)
- A projected contingency reserve available balance as at 31 March 2024 of £4.043m (after the estimated impact of pay awards)

**Housing Revenue Account**

- Net in-year revenue expenditure is forecast to be £0.065m lower than budget
- A projected closing balance as at 31 March, 2024 of £3.262m

Hardship Funding from Welsh Government helped secure £16m of direct financial help in 2022/23 for areas such as self-isolation payments, statutory sick pay enhancement, free school meals direct payments and winter fuel payments. However, this funding ceased on 31 March 2023.

The economic outlook remains challenging due to inflation levels remaining high. The impacts of this, together with continued increases in service demand is becoming increasingly hard to deal with as our funding fails to keep up with the scale of these pressures.

To assist with managing these risks and mitigating the overall projected overspend, a moratorium through the review of non-essential spend and a vacancy management process continues.

## RECOMMENDATIONS

1	To note the report and the estimated financial impact on the 2023/24 budget.
2	To approve a budget virement of £0.400m from Localities within Older People's Services to the Residential Placements budget within Adults of Working Age (paragraph 1.05 refers).
3	To request a separate report from Housing and Communities Portfolio on the reasons for the significant projected overspend within the Homelessness Service and the mitigations being put in place.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING 2023/24</b>
1.01	<p>The report provides the first detailed overview of the budget monitoring position for the 2023/24 financial year (an interim report on known financial risks was reported in July)</p> <p>The projected year end position is as follows:</p> <p><b>Council Fund</b></p> <ul style="list-style-type: none"> <li>• An operating deficit of £2.644m (excluding the impact of the pay award which will need to be met by reserves – currently estimated as £2.727m)</li> <li>• A projected contingency reserve available balance as at 31 March 2024 of £4.043m (after the estimated impact of pay awards)</li> </ul> <p><b>Housing Revenue Account</b></p> <ul style="list-style-type: none"> <li>• Net in-year revenue expenditure forecast to be £0.065m lower than budget</li> <li>• A projected closing balance as at 31 March, 2024 of £3.262m</li> </ul>
1.02	Hardship Funding from Welsh Government helped secure £16m of direct financial help in 2022/23 for areas such as self-isolation payments, statutory sick pay enhancement, free school meals direct payments and winter fuel payments. However, this funding ceased on 31 March 2023.

1.03 **Table 1. Projected Position by Portfolio**

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	86.821	87.134	0.313
Out of County Placements	17.285	18.286	1.001
Education & Youth	9.902	9.832	(0.070)
Schools	114.081	114.081	0.000
Streetscene & Transportation	40.745	41.382	0.637
Planning Env & Economy	7.057	6.573	(0.484)
People & Resources	4.321	4.281	(0.041)
Governance	11.435	11.410	(0.025)
Assets	11.045	10.916	(0.128)
Housing & Communities	15.698	18.103	2.405
Chief Executive	1.608	1.614	0.006
Central & Corporate Finance	32.121	31.151	(0.970)
<b>Total</b>	<b>352.121</b>	<b>354.765</b>	<b>2.644</b>

1.04 The reasons for the projected variances are summarised within Appendix 1 and shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio.

**Significant Variances to highlight this month**

1.05 **Social Services £0.313m**

The reasons for the variance are as follows:

**Older People**

- Localities (£0.741m) The Residential Care budget is projected to underspend by (£0.527m) due to client income from property recharges and expected reimbursements where decisions on deputyships are required and assets held in trust. Commissioned Homecare is (£0.257m) underspent caused by continued recruitment challenges within the care sector, although an improving picture from last year. Locality staffing and professional support budgets are overspent by £0.072m due to the loss of Health Equalities funding £0.030m, increased legal costs £0.029m and service level agreement increases of £0.013m. Day Care is underspending by (£0.029m).

- Resources & Regulated Services £0.077m – due to additional staffing and operating costs of £0.274m within In-House Residential Care and £0.082m within Extra Care. However, this is offset by an estimated underspend of (£0.184m) within In-house homecare due to vacancies as recruitment of home carers continues to be challenging and a projected underspend of (£0.095m) within Day Care as most day settings remain closed.

### **Adults of Working Age**

- Resources & Regulated Services (£0.173m) – projected overspend of £0.244m within the Physically Disabled and Sensory Impaired (PDSI) service due to the increasing cost of care packages and an In-house Supporting Living overspend of £0.102m due to increased care hours and agency costs. Commissioned care packages for Learning Disability service are reporting a (£0.475m) underspend due to placement demand and Day Service is (£0.044m) underspent
- Residential Placements £0.588m – due to the overall cost of care packages for mental health placements. This is a volatile service with additional services needs identified during the year leading to increased costs.

### **Children's Services**

- Family Group Meetings £0.050m Demand for the service is resulting in an increase for sessional worker hours.
- Integrated Working £0.059m - Cost pressures arising from contribution towards the Integrated Family Support service and a shortfall in Supporting People funding.
- Family Placement (£0.270m) – based on current demand for in-house Foster Placements and Special Guardianship Orders.
- Legal & Third Party £0.387m - due to the number of cases going through the courts and the use of external professionals £0.137m. Client Support and Section 17 costs are overspent by £0.232m. Direct payments are overspending by £0.019m due to demand.
- Residential Placements (£0.414m) The in-house residential care provision continues to expand with an additional group home planned to open this financial year. In-year costs for the service are being offset by a significant Welsh Government grant. The grant has been confirmed for 2023/24 and 2024/25 but is not expected to be extended beyond this time.
- Professional Support £0.813m. To support adequate levels of child protection, the established staffing structure needs to be a sufficient level to meet mandatory safeguarding standards. Vacancies are

	<p>minimised and additional temporary posts are required to meet the challenges and demands of the service, the overspend resulting from such arrangements is £0.228m. Two managed agency teams are currently being contracted to support the service, reserves are being utilised to mitigate most of the costs, but there is an overspend of £0.341m as a result. Costs may change if there is a requirement to extend the contracts further. The Leaving Care budget, which supports young people who were LAC (looked after children), is overspending by £0.143m due to increasing number of care leavers. Some external service contracts are £0.102m overspent due to inflationary pressures.</p> <p><b>Safeguarding &amp; Commissioning</b></p> <ul style="list-style-type: none"> <li>• Business Systems &amp; Financial Assessments £0.060m – due to the implementation of a new ICT system requiring additional project management and development.</li> <li>• Charging Policy Income (£0.138m) – due to projected additional income received from service users who are to be charged a contribution for their care following a financial assessment.</li> </ul> <p>Minor variances account for the remainder totalling £0.015m.</p> <p><b>Budget Virement</b></p> <p>It is recommended that a budget amount of £0.400m is transferred from the Localities budget within Older People to the Residential Placements budget within Adults of Working Age. There are increasing numbers of deputyship requests and placements where a person’s assets are held in trust within the Older People Localities service, which is resulting in greater income contributions, as most of the initial costs paid by the Council are reimbursed. In contrast the Mental Health Residential Placement budget is coming under greater financial pressure as demands for mental health services within Flintshire continually increase. A budget virement is recommended as this will mean the budgets for these services will closer reflect the expected outturn for each.</p>
1.06	<p><b>Out of County Placements £1.001m</b></p> <ul style="list-style-type: none"> <li>• Children’s Services £0.775m - The service is facing continued high demand for placements together with supply market challenges and inflationary pressures with 21 new placements made in the year to date and contingency provision of £0.250m for new placements.</li> <li>• Education &amp; Youth £0.226m - The service is facing continued high demand for placements together with supply market challenges and inflationary pressures with 17 new placements made in the year to date and contingency provision of £0.250m for new placements.</li> </ul>
1.07	<p><b>Streetscene &amp; Transportation £0.637m</b></p>

	<ul style="list-style-type: none"> <li>• Service Delivery £0.382m – £0.200m relates to Alltami Depot maintenance and repair costs, and a combination of increases in NEWydd cleaning charges and security costs. The remaining £0.182m relates to increasing inflationary pressures and demand for temporary repairs on the road network because the available funding for investment in the highway network has reduced.</li> <li>• Highways Network £0.084m –Street lighting energy costs increase following the annual renewal of the contract on an all-Wales basis being higher than originally anticipated.</li> <li>• Regulatory Services £0.167m – Sustained high volumes of residual waste being collected, together with the reduction in income levels from both recycle and electricity generation from gas and solar at the former landfill sites.</li> </ul>
1.08	<p><b>Planning, Environment &amp; Economy (£0.484m)</b></p> <ul style="list-style-type: none"> <li>• Projected over recovery of Planning Fee income levels following receipt of a 'one off' large planning application fee (£0.300m) in the first quarter of the financial year within Development Management.</li> <li>• Vacancy savings across the Land Drainage Service (£0.265m) and Climate Change (£0.064m).</li> <li>• Estimated cost of further Ash Die Back works required to 31 March 2024 totalling £0.145m.</li> </ul>
1.09	<p><b>Housing &amp; Communities £2.405m</b></p> <ul style="list-style-type: none"> <li>• Housing Solutions £2.407m This is mainly due to a projected overspend of £3.413m on temporary accommodation within Hotels and Bed and Breakfast provision, which is being offset by additional Housing Benefit income of (£0.562m). There are also other projected underspends and mitigation impacts within the wider Housing Solutions service amounting to a net figure of (£0.444m), including use of reserves, minor salary savings due to vacancies and use of Welsh Government grant income. As required by the Council's Finance Procedure Rules it is recommended that a separate report is prepared by the service to expand on the reasons for this significant overspend and the mitigations being put in place.</li> </ul>
1.10	<p><b>Central &amp; Corporate Finance (£0.970m)</b></p> <ul style="list-style-type: none"> <li>• The Central Loans and Investment Account (CLIA) is projecting an underspend of (£1.000m) due to the Council not taking out any new short or long-term borrowing and continuing to invest a significant amount of short-term cash flow funds gaining an investment return. This pattern has continued from the previous financial year and is partly due to continued high and increasing bank interest rates.</li> <li>• Minor variances account for the remainder of £0.030m.</li> </ul>

1.11	<p><b>Tracking of In-Year Risks and Emerging Issues</b></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>
1.12	<p><b>Council Tax Income</b></p> <p>For 2023/24 up to July, the ‘in-year’ collection level is 38.32%, compared 38.42%, in the previous year. The marginal reduction in collections of 0.1% is to be expected as the rising costs-of-living are impacting on the ability of some households to make payment of council tax on time.</p>
1.13	<p><b>Pay Award (Teacher and Non-Teacher)</b></p> <p><u>NJC (Green Book)</u></p> <p>The latest pay offer for NJC (Green Book) employees for the current year (2023/24) has been rejected and Trade Union Members are currently being balloted for potential industrial action. The offer made is at a similar level to that awarded in 2022/23 with an increase on each scale point of £1,925. This equates to more than the 5% included in the 2023/24 budget. The amount of the final award in excess of the 5% will need to be funded from reserves in the current financial year. It will also have the impact of increasing the budget requirement for 2024/25.</p> <p>The estimated impact of the current pay offer is an additional £2.727m which is included in the forecast but may be subject to change.</p> <p>The assumptions for the 2024/25 pay award has been increased to 5% from the 3.5% previously included in the forecast.</p> <p><u>Teachers Pay</u></p> <p>Assumptions for teachers’ pay calculations are in line with current awards by the Minister for Education and Welsh Language. They are an increase of 6.5% from September 2022 and an increase of 5% in September 2023. These have not been accepted by all teaching unions and a formal dispute is ongoing.</p> <p>The 2023/24 budget contained funding for a 5% pay award for Teachers from September 2022. The Minister has increased the pay award to 8%, with 1.5% being a non-consolidated payment, leaving a recurring element of 6.5% which is now included in the forecast.</p> <p>Grant funding has been made available by Welsh Government to fully fund the additional September 2022 pay award in financial years 2022/23 and 2023/24 (over and above the 5% originally awarded).</p> <p>Funding from 2024/25 onwards is still uncertain and the additional annual cost to the council for the shortfall of £1.118m has been included in the forecast. However, it is expected that Welsh Government will provide</p>

	<p>additional funding in the Revenue Support Grant to cover the shortfall in Council's budgets.</p> <p><u>Pay Modelling</u> No figures are currently included for any impact of the pay modelling review which is needed to try and address the difficulties currently being experienced in recruitment and retention. It is due to be completed later this year.</p>
1.14	<p><b>Waste Recycling Infraction Charge</b></p> <p>The Council did not meet the statutory minimum target, (64%) in 2021/22, for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010. Welsh Government can therefore take steps to impose a penalty on the Council by way of an infraction fine. A potential penalty of up to £0.663m has been confirmed so presents a significant financial risk to the Council.</p> <p>Discussions took place in March,2023 between Welsh Government (WG) and the Council as to the reasons for not achieving the target. The Council has subsequently been instructed by WG to engage with the Waste and Resources Action Programme (WRAP) and Local Partnerships to review our waste strategy and develop a new action plan. A report will go to the Committee cycle in November 2023. Depending on the outcome of the review, the Minister will take a decision at that point whether to levy the fine.</p> <p>Unfortunately, the statutory recycling targets have not been achieved in 2022/23 too (non-verified), which means that a further infraction fine could be levied of around £0.470m should WG choose to do so, and monitoring of the authority's recycling performance for 2023/24 to date shows that the rates of recycling and residual waste tonnages are not improving, which could lead to not achieving the targets in 2023/24 also.</p>
1.15	<p><b>Homelessness</b></p> <p>There is a significant and growing demand within the Homelessness service. The Council has a statutory duty to provide suitable temporary accommodation for Homeless persons and families who meet the Welsh Government eligibility criteria which are less stringent than in England. The growth in demand commenced in the second half of 2022/23 and has accelerated markedly since the start of 2023.</p> <p>One of the more significant influences of many is the sparsity of affordable accommodation in the private rented sector which is being influenced by the cost-of-living crisis and also an increase in the numbers of no-fault evictions as many private rented sector landlords are leaving the sector and seeking to sell their properties. There is also an acute shortage of suitable available accommodation within the Council's own HRA housing stock and with other Registered Social Landlords (RSL's) within the area. This is particularly the case for single persons below age 55 which make up the highest proportion of those who are currently homeless in Flintshire. The Flintshire position in</p>



	<p>terms of both demand and supply pressures is known to be consistent on both a regional and national basis within Wales.</p> <p>The Council will continue to lobby Welsh Government via the WLGA in conjunction with other Welsh LA's who are experiencing these pressures to seek additional financial support.</p> <p>WG are currently providing support via the No One Left Out grant for which the 2023/24 allocation is currently £0.382m. One favourable impact of the increase in costs and demand is the ability to recover additional Housing Benefit income over and above the amount budgeted which is currently helping to offset the projected overspend by £0.562m.</p>
1.16	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked which may be subject to change and these are summarised below.</p>
1.17	<p><b>Medium Term Financial Strategy (MTFS) Impact</b></p> <p>Cabinet considered the latest projection for the MTFS in July which showed an additional budget requirement of £32.222m. Further work has been undertaken over the summer and an update on the latest position is detailed in a separate report on this agenda.</p> <p>All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.18	<p><b>Out of County Placements</b></p> <p>The risks include continued high demand for placements where children and young people cannot be supported within in-house provision, and market supply limitation factors and inflationary pressures leading to higher costs. An additional amount of £1m was approved in the 2023/24 budget to reflect this.</p> <p>However, there remains a projected overspend for the current cohort of placements of circa £1.001m, although with 8 months of the year remaining this is likely to increase and a contingency of £0.500m is currently built into the outturn position for this, £0.250m for Children's Services and £0.250m for Education placements.</p> <p>The service areas within this pooled budget will continue to do everything possible to manage these risks and additional investment has already been made to further develop in-house provision to help to mitigate against such financial pressures.</p>
1.19	<p><b>Streetscene &amp; Transportation</b></p> <p><u>Fleet Contract Renewal</u></p> <p>The current fleet contract, which has been running for 7 years, is due for renewal from October 2023. Due to the current market conditions in re-procurement of contracts of this type, indications are that the cost of the new</p>

	<p>contract is going to be considerably more than what is currently being paid due to us being protected from inflationary increases during the current contract life. Negotiations will be finalised this month ahead of the renewal date in early October and an update provided at Month 5.</p> <p><u>Sustainable Waste Management Grant (SWMG)</u></p> <p>The Minister for Climate Change has confirmed that the SWMG grant will be retained at the same level for this financial year. However, those local authorities that are not yet meeting the statutory recycling target of 70% will be required to use the grant to reach 70% and be required to demonstrate this. It has also been confirmed that the SWMG grant will likely become part of the Revenue Support Grant (RSG) funding from 2024/25. The current value of the grant is £0.742m per annum, but it is not yet confirmed whether the proportion that Flintshire will receive within the RSG settlement going forward will be similar to current levels.</p>
1.20	<p><b>Harpur Trust vs Brazel Case</b></p> <p>The potential financial impacts are still being determined in response to the Employment Appeal Tribunal (EAT) decision in the case of Harpur Trust v Brazel. The Supreme Court upheld the EAT judgment in the Brazel case in July 2022 which impacts on the calculation of holiday pay entitlements for staff who work for part of the year (i.e., term time). An approved carry forward from 2022/23 for £0.254m will provide some funding towards these costs.</p>
1.21	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2023/24 budget contains £9.265m of specific efficiencies which are tracked and monitored throughout the year. The Council aims to achieve a 95% rate in 2023/24 as reflected in the MTFs KPI's and fully achieved all efficiencies in the previous financial year</p> <p>It is projected that 99% of efficiencies will be achieved in 2023/24 and further details can be seen in Appendix 2.</p>
1.22	<p><b>Unearmarked Reserves</b></p> <p>The final level of Council Fund Contingency Reserve brought forward into 2023/24 was £9.508m as detailed in the 2022/23 outturn report (subject to Audit).</p> <p>The brought forward balance on the Hardship Reserve was £3.743m. Internal claims for Quarter 1 in 2023/24 relating to additional COVID-19 related costs totalling £0.023m for Holywell Leisure Centre have been approved with some other claims across various services being compiled for consideration.</p> <p>A projected contingency reserve available balance as at 31 March, 2024 is £4.043m (after the estimated impact of final pay awards) and is shown in Appendix 3.</p>
1.23	<p><b>Earmarked Reserves</b></p>

	A summary of earmarked reserves as at 1st April, 2023 and an estimate of projected balances as at the end of the financial year will be included in the Month 5 report.
1.24	<b>Housing Revenue Account</b>  The 2022/23 Outturn Report to Cabinet on 18th July 2023 showed an un-earmarked closing balance at the end of 2022/23 of £3.786m and a closing balance of earmarked reserves of £2.690m.
1.25	The 2023/24 budget for the HRA is £39.418m which includes a movement of (£0.589m) from reserves.
1.26	Net in-year revenue expenditure forecast to be £0.065m lower than budget with a projected closing balance as at 31 <sup>st</sup> March, 2024 of £3.262m. A breakdown of the variance is in Appendix 4.
1.27	The budget contribution towards capital expenditure (CERA) is £12.712m.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The financial impacts as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change over time. The budget will be monitored closely, and mitigation actions taken wherever possible.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None specific.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Various budget records.

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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Dave Ledsham Strategic Finance Manager</p> <p><b>Telephone:</b> 01352 704503</p> <p><b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> 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><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p><b>Regional Integration Fund (RIF):</b> funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p><b>Reserves:</b> 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><b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Variance:</b> 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><b>Virement:</b> 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>
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## Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Moratorium related variances (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	23.596	22.855	-0.741		The Older Peoples residential care budget is projecting an underspend of £0.527m, due to client income from property recharges and expected reimbursements where we are waiting on decisions for deputyships and assets held in trust. Commissioned homecare is £0.257m underspent caused by continued recruitment challenges to the care sector, although an improvement has been seen since last year. Locality staffing and professional support budgets are overspent by £0.072m due to a few reasons including loss of Health Inequalities Funding for £0.030m, increased legal costs £0.029m and increases to Service Level Agreements of £0.014m. Day care is underspent by £0.029m.	
Resources & Regulated Services	9.399	9.477	0.077		In-house residential care is expected to overspend by £0.274m due to staff and running costs. In-house homecare is predicted to underspend by £0.184m due to vacancies as recruitment of home carers continues to be challenging. The Extra Care budget is overspent by £0.082m due to staff costs and Day Care is underspent by £0.095m as most day settings are not open.	
Minor Variances	1.299	1.288	-0.011			
<b>Adults of Working Age</b>						
Resources & Regulated Services	33.469	33.296	-0.173		The Physically Disabled and Sensory Impaired (PDSI) budget is reporting a £0.244m overspend due to the costs of care packages. The in-house supported living service is £0.102m overspent due to care hours and agency costs, a £0.350m contribution from reserves is currently offsetting further costs. The care package costs for independently provided care for learning disabilities is a £0.475m underspend due to placement demand. The learning disability day service is £0.044m underspent.	
Residential Placements	2.207	2.794	0.588		This is the overall cost of care packages for mental health service users. This can be a volatile service and additional service needs can be identified during the year leading to increased costs.	
Minor Variances	5.019	5.003	-0.015			
<b>Children's Services</b>						
Family Group Meetings	0.122	0.172	0.050		Demand for the service is resulting in an increase in sessional worker hours	
Family Placement	3.175	2.906	-0.270		This is due to the current number of in-house Foster Carers within the service being less than the number which we have historically had.	
Integrated Working	0.206	0.265	0.059		Cost pressures are due to contributions towards the Integrated Family Support Service and a shortfall from Supporting People Funding	
Legal & Third Party	0.262	0.649	0.387		Legal costs are overspent by £0.137m due to the number of cases going through the courts and some use of external professionals. Client Support and Section 17 costs are overspent by £0.232m. Direct payments are overspending by £0.019m due to demand.	
Residential Placements	1.595	1.181	-0.414		The in-house residential care provision continues to expand with an additional group home planned to open this financial year, in year costs for the service are being offset by a significant Welsh Government grant. The grant has been confirmed for 2023/24 and 2024/25 but is not expected to be extended beyond this time	

## Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Moratorium related variances (£m)	Cause of Major Variances greater than £0.050m	Action Required
Professional Support	5.951	6.765	0.813		To support adequate levels of child protection, the established staffing structure needs to be a sufficient level to meet mandatory safeguarding standards. Vacancies are minimised and additional temporary posts are sometimes required to meet the challenges and demands of the service, the overspend resulting from such arrangements is £0.228m. Two managed agency teams are currently being contracted to support the service, reserves are being utilised to mitigate most of the costs but there is an overspend of £0.341m as a result, costs may change if there is a requirement to extend the contracts further. The Leaving Care budget, which supports young people who were LAC (looked after children), is overspending by £0.143m due to increasing number of care leavers. The cost of some external service contracts are £0.102m overspent due to inflationary pressures.	
Minor Variances	0.694	0.706	0.012			
<b>Safeguarding &amp; Commissioning</b>						
Business Systems & Financial Assessments	0.937	0.996	0.060		A new Social Services IT system is being implemented which requires additional project management and development costs	
Charging Policy income	-3.265	-3.402	-0.138		This is the income from service users who are charged a contribution towards the care they receive	
Minor Variances	2.157	2.184	0.027			
<b>Total Social Services (excl Out of County)</b>	<b>86.821</b>	<b>87.134</b>	<b>0.313</b>			
<b>Out of County</b>						
Children's Services	12.281	13.056	0.775		The service is facing continued high demand for placements together with supply market challenges and inflationary pressures with 21 new placements made in the year to date and contingency provision of £0.250m for new placements.	
Education & Youth	5.004	5.230	0.226		The service is facing continued high demand for placements together with supply market challenges and inflationary pressures with 17 new placements made in the year to date and contingency provision of £0.250m for new placements.	
<b>Total Out of County</b>	<b>17.285</b>	<b>18.286</b>	<b>1.001</b>			
<b>Education &amp; Youth</b>						
Integrated Youth Provision	0.947	0.877	-0.070		Mainly due to vacancy savings	
School Improvement Systems	1.836	1.756	-0.080		There has been a projected reduction in the Early Entitlement service in payments to settings due to demography. Top-up subsidy continuing and other Welsh Government grants, allowing core budget to be released within the service. There is also a reported £0.022m underspend within the School Improvement service. This is an underspend on the £0.028m pressure for the Digital Advisor post. The role has been appointed to, but is not starting until September 2023, creating a saving against the additional budget received.	
Business Change & Support	0.454	0.523	0.069		Overspend in the main relates to the cost of the annual Access System Licence fee £0.040m minor variances account for the remainder	
Archives	0.351	0.404	0.053		Overspend is due to increased recharge from Denbighshire CC towards costs of shared service	
Minor Variances	6.314	6.272	-0.041			
<b>Total Education &amp; Youth</b>	<b>9.902</b>	<b>9.832</b>	<b>-0.070</b>			

## Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Moratorium related variances (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Schools</b>	<b>114.081</b>	<b>114.081</b>	<b>0.000</b>			
<b>Streetscene &amp; Transportation</b>						
Service Delivery	9.808	10.190	0.382		A variance of £0.200m relates to Alltami Depot costs. The overspend is a combination of Cleaning Price increases from Newydd, Security (new tender costs increased) and Repair Contractors costs. An additional £0.182m is mainly due to a pot holes repairs backlog over the last 6 months resulting in increased costs within 2023/24	
Highways Network	8.514	8.598	0.084		This is due to increased Streetlighting Energy costs following the annual renewal of the contract being higher than projections.	
Regulatory Services	11.305	11.472	0.167		The overspend variance is due to sustained high volumes of residual black waste being collected, together with the reduction in income levels for both recyclable materials and a reducing return on electricity generation from gas and solar at the former landfill sites.	
Other Minor Variances	11.118	11.122	0.004			
<b>Total Streetscene &amp; Transportation</b>	<b>40.745</b>	<b>41.382</b>	<b>0.637</b>			
<b>Planning, Environment &amp; Economy</b>						
Development	0.024	-0.267	-0.290		Receipt of a one off high value Planning Fee (£0.300m for Northern Gateway)	
Access	1.544	1.689	0.145		Variance relates to estimated costs for Ash Die Back works	
Climate Change	0.165	0.102	-0.063		Staff savings from vacant posts	
Management & Strategy	1.354	1.088	-0.266		Staff savings from vacant posts	
Minor Variances	3.971	3.961	-0.010			
<b>Total Planning &amp; Environment</b>	<b>7.057</b>	<b>6.573</b>	<b>-0.484</b>			
<b>People &amp; Resources</b>						
HR & OD	2.239	2.187	-0.053		Staff savings from vacant posts	
Corporate Finance	2.082	2.094	0.012			
<b>Total People &amp; Resources</b>	<b>4.321</b>	<b>4.281</b>	<b>-0.041</b>			
<b>Governance</b>						
Legal Services	0.942	1.120	0.178		Additional costs for locum services covering vacant posts	
Democratic Services	2.411	2.478	0.067		Backdated Superannuation costs and current level of Members Allowances	
ICT	5.143	5.193	0.050		In year pressure following the delay in Agile Apps Project requiring additional funding	
Customer Services	1.040	0.911	-0.129		Staff savings from vacant posts and higher than anticipated fee income levels	
Revenues	0.566	0.383	-0.183		Projected surplus on the Council Tax Collection Fund	
Minor Variances	1.333	1.324	-0.009			
<b>Total Governance</b>	<b>11.435</b>	<b>11.410</b>	<b>-0.025</b>			
<b>Assets</b>						
CPM & Design Services	0.674	0.587	-0.087		Staff savings from vacant posts	
Minor Variances	10.371	10.330	-0.041			
<b>Total Assets</b>	<b>11.045</b>	<b>10.916</b>	<b>-0.128</b>			
<b>Housing and Community</b>						



## Budget Monitoring Report

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Moratorium related variances (£m)	Cause of Major Variances greater than £0.050m	Action Required
Housing Solutions	2.233	4.640	2.407		The Housing Solutions service is currently reflecting a net projected overspend of £2.407m. This is mainly due to a projected overspend of £3.413m on temporary accommodation within Hotels and B and B provision, which is being offset by additional Housing Benefit income of -£0.562m. There are also other projected underspends and mitigation impacts within the wider Housing Solutions service amounting to a net figure of £0.444m, including use of reserves, minor salary savings due to vacancies and use of WG grant income	
Minor Variances	13.466	13.463	-0.002			
<b>Total Housing and Community</b>	<b>15.698</b>	<b>18.103</b>	<b>2.405</b>			
Chief Executive's	1.608	1.614	0.006			
Central & Corporate Finance	32.121	31.151	-0.970		The projection on the Central Loans and Investment Account (CLIA) at Month 4 is an underspend of (£1.000m) where the Council has not taken out new short or long term borrowing and continues to invest a significant amount of funds. This pattern has continued from the previous financial year resulting in no short term borrowing costs being incurred and the Council generating increased income from investments, which have increased in line with rising bank interest rates.	
<b>Grand Total</b>	<b>352.121</b>	<b>354.765</b>	<b>2.644</b>			

## 2023/24 Efficiencies Outturn Tracker - Month 4

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Reason for variation	Mitigating Action if Amber or Red
		2023/24 £m	2023/24 £m	2023/24 £m			
<b>Portfolio</b>							
<b>Corporate</b>							
Reduction In CLIA	Chris Taylor	0.364	0.364	0.000	C		
Actuarial Review	Gary Ferguson	1.874	1.874	(0.000)	C		
NI Reversal	Rachel Parry Jones	0.474	0.474	0.000	C		
<b>Total Corporate Services</b>		<b>2.712</b>	<b>2.712</b>	<b>(0.000)</b>			
<b>Chief Executives / Assets</b>							
Transport Savings	Neal Cockerton	0.010	0.010	0.000	C		
Vacancy Savings	Neal Cockerton	0.048	0.048	0.000	C		
3rd Sector Budget	Neal Cockerton	0.041	0.041	0.000			
<b>Total Chief Executives</b>		<b>0.099</b>	<b>0.099</b>	<b>0.000</b>			
<b>People &amp; Resources</b>							
Modern Apprentices HR&OD	Sharon Carney	0.072	0.072	0.000	C		
Vacancy Savings Corporate Finance	Gary Ferguson	0.086	0.086	0.000	C		
Transport and Training Savings Corporate Finance	Gary Ferguson	0.016	0.016	0.000	C		
<b>Total People &amp; Resources</b>		<b>0.174</b>	<b>0.174</b>	<b>0.000</b>			
<b>Assets - ADMs</b>							
Newydd	Rachael Corbelli	0.019	0.019	0.000	C		
Newydd NI	Rachael Corbelli	0.023	0.023	0.000	C		
<b>Total Assets - ADMs</b>		<b>0.042</b>	<b>0.042</b>	<b>0.000</b>			
<b>Housing &amp; Communities</b>							
CTRS Reduction	Vicky Clark	0.147	0.147	0.000	C		
<b>Total Housing &amp; Communities</b>		<b>0.147</b>	<b>0.147</b>	<b>0.000</b>			
<b>Governance</b>							
Members Support Budget	Gareth Owen	0.016	0.016	0.000	C		
Members Allowances	Gareth Owen	0.060	0.060	0.000	C		
Central Despatch	Gareth Owen	0.022	0.022	0.000	C		
Mold & Buckley Connects	Gareth Owen	0.060	0.060	0.000	C		
<b>Total Governance</b>		<b>0.158</b>	<b>0.158</b>	<b>0.000</b>			
<b>Planning, Environment &amp; Economy</b>							
Vacancy Savings	Andrew Farrow	0.020	0.020	0.000	C		
Fee Income	Andrew Farrow	0.180	0.180	0.000	C		
<b>Total Planning, Environment &amp; Economy</b>		<b>0.200</b>	<b>0.200</b>	<b>0.000</b>			
<b>Streetscene &amp; Transportation</b>							
Enhanced Enforcement for Recycling	Katie Wilby					Side waste enforcement is already taking place with FPNs being issued, but the next steps for enforcing against those who do not habitually recycle will be to take enforcement action if residents place recyclable waste in their black bin. To introduce this will first require a period of education and engagement. Additional x3 recycling officers are currently being recruited and, once appointed, the aim is for these officers to support with door-knocking campaigns and community events in advance of introducing enhanced enforcement	Likely introduction is January 2024.
		0.046	0.046	0.000	O		
Part night Street Lighting	Katie Wilby	0.018	0.000	(0.018)	O	Difficult to implement in year due to the consultation required, and the limited opportunity following previous roll-outs. This will also require investment in the equipment to allow the switch-offs	Discussions being held with an update to come how we can achieve this saving.
Review Provision of Public Conveniences	Katie Wilby	0.012	0.000	(0.012)	O	The efficiency is largely reliant on the review of sites following the implementation of the Local Toilet Strategy and capital investment in FY 24/25-26/27.	
Extend, Repair & Reuse Initiatives	Katie Wilby	0.010	0.000	(0.010)	O	When this was put forward, we stated that the initiative would be dependent on investment funding either from WG Circular Economy grant funding or capital programme. We are still awaiting the outcome of our bid to WG, which is now unlikely given the current economic climate. Without the grant funding the initiative cannot be introduced and the efficiency will not be met.	
Waste & Recycling Round Review	Katie Wilby	0.075	0.075	0.000	C		
In House Highways Service	Katie Wilby	0.025	0.025	0.000	C		
Review of Security Arrangements Alltami Depot	Katie Wilby	0.050	0.050	0.000	C		
Apprenticeship Trainee Scheme Reduction	Katie Wilby	0.035	0.035	0.000	C		

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Reason for variation	Mitigating Action if Amber or Red	
		2023/24 £m	2023/24 £m	2023/24 £m				
<b>Portfolio</b>								
Increase Car Parking Charges	Income Generation	Katie Wilby	0.187	0.187	0.000	C	Decision approved and new charges will come into effect from October 2023 (original date planned was July 2023). Additional initiatives e.g. Free after Three and extension to parking times will mean that the original efficiency will be difficult to achieve unless the utilisation levels increase beyond current levels. Delays in being implemented.	
Introduce Car Parking Charges on all Council Owned Car Parks	Income Generation	Katie Wilby	0.035	0.000	(0.035)	O		
Fleet Workshop	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
Training Facility	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
Funeral Services	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
<b>Total Streetscene &amp; Transportation</b>			<b>0.523</b>	<b>0.448</b>	<b>(0.075)</b>			
<b>Social Services</b>								
Contribution to Regional Team	Reduction in Contribution	Neil Ayling	0.050	0.050	0.000	C		
Reduced Contribution to EDT	Contract Costs Reduced	Neil Ayling	0.011	0.011	0.000	C		
Retendering of HFT	Contract Costs Reduced	Neil Ayling	0.040	0.040	0.000	C		
<b>Total Social Services</b>			<b>0.101</b>	<b>0.101</b>	<b>0.000</b>			
<b>Education &amp; Youth</b>								
Central Management Budget	Vacant Post	Claire Homard	0.060	0.060	0.000	O		
ALN Advocacy	Offset costs from LAEG ALN Grant	Claire Homard	0.020	0.020	0.000	O		
ALN Legal	Offset costs from LAEG ALN Grant	Claire Homard	0.010	0.010	0.000	O		
ALN Resource Provisions	Offset costs from LAEG ALN Grant	Claire Homard	0.100	0.100	0.000	O		
Early Years Entitlement	Budget Reductions	Claire Homard	0.095	0.095	0.000	O		
Youth Club Buildings	Building Closure	Claire Homard	0.017	0.017	0.000	O		
Youth Services	Vacant Posts (1 FTE 1 PT)	Claire Homard	0.056	0.056	0.000	O		
Youth Justice	Offset costs from Grant	Claire Homard	0.016	0.016	0.000	O		
<b>Total Education &amp; Youth</b>			<b>0.374</b>	<b>0.374</b>	<b>0.000</b>			
<b>Schools</b>								
3% Reduction in Delegated Funding		Claire Homard	3.103	3.103	0.000	O		
NI Reversal (Schools & Teachers)		Claire Homard	0.857	0.857	0.000	O		
Actuarial Review		Claire Homard	0.776	0.776	0.000	O		
<b>Total Schools</b>			<b>4.736</b>	<b>4.736</b>	<b>0.000</b>			
<b>Total 2023/24 Budget Efficiencies</b>			<b>9.265</b>	<b>9.190</b>	<b>(0.075)</b>			

	%	£
<b>Total 2023/24 Budget Efficiencies</b>	<b>100</b>	<b>9.265</b>
<b>Total Projected 2023/24 Budget Efficiencies Underachieved</b>	<b>-1</b>	<b>(0.075)</b>
<b>Total Projected 2023/24 Budget Efficiencies Achieved</b>	<b>99</b>	<b>9.190</b>
<b>Total 2023/24 Budget Efficiencies (Less Previously agreed Decisions)</b>		
<b>Total Projected 2023/24 Budget Efficiencies Underachieved</b>	<b>100</b>	<b>0.000</b>
<b>Total Projected 2023/24 Budget Efficiencies Achieved</b>	<b>0</b>	<b>0.000</b>

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2023	19.162	
Less - Base Level	(5.769)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		13.393
Less - COVID-19 Hardship Funding Allocation		3.743
Less - Children's Services Legal Costs		0.142
Add - Transfer to Reserve Budget 2023/24		0.006
Less - Clwyd Theatr Cymru (Month 2)		0.100
Less - estimated impact of the pay award		2.727
Less - Month 4 projected outturn		2.644
<b>Total Contingency Reserve available for use</b>		<b>4.043</b>

Brought Forward 9.508

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

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>					
Income	(38.829)	(38.477)	0.352	There is a net pressure relating to void properties of £0.338m. This relates to costs such as void rent loss, council tax charges and service charges and is net of additional income relating to new build properties and voids moving to target rent. We are anticipating a variance of approximately £0.021m on garage rents. Other minor variances of (£0.007m).	
Capital Financing - Loan Charges	7.010	7.010			
Estate Management	3.125	2.891	(0.234)	Projected vacancy savings of approximately (£0.239m) which is being offset by agency costs of £0.120m. Additional allocation of Housing Support Grant (£0.120m). Other minor variances of £0.005m.	
Landlord Service Costs	1.617	1.544	(0.072)	Projected vacancy savings of approximately (£0.150m). We are also forecasting an increase in fleet costs of £0.024m and materials and hire of £0.059m. Other minor variances of (£0.005m).	
Repairs & Maintenance	12.150	12.067	(0.083)		
Management & Support Services	2.678	2.650	(0.028)	Projected vacancy savings of approximately (£0.058m). Other minor variances of £0.030m.	
Capital Expenditure From Revenue (CERA)	12.712	12.712			
HRA Projects	0.126	0.126	(0.000)		
Contribution To / (From) Reserves	(0.589)	(0.589)			
<b>Total Housing Revenue Account</b>	<b>(0.000)</b>	<b>(0.065)</b>	<b>(0.065)</b>		

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## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> September 2023
<b>Report Subject</b>	Capital Programme Monitoring 2023/24 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2023/24 since it was set in January 2023 to the end of Month 4 (July 2023), along with expenditure incurred to date and the projected outturn at this early stage of the year.

The Capital Programme has seen a net increase in budget of £36.586m during the period which comprises of:-

- Net budget increase in the programme of £18.557m (See Table 2 - Council Fund (CF) £16.066m, Housing Revenue Account (HRA) £2.491m;
- Introduction of Carry Forwards from 2022/23 of £18.029m (All CF)

Actual expenditure was £16.215m (See Table 3).

Capital receipts received in the first quarter of 2023/24 total £0.651m.

This provides a revised projected surplus in the Capital Programme at Month 4 of £1.953m (from an opening funding surplus of £1.302m) for the 2023/24 – 2025/26 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

## RECOMMENDATIONS

	Cabinet are requested to:
1	Approve the overall report.
2	Approve the carry forward adjustments, as set out at 1.14.
3	Approve the additional allocations, as set out in 1.16.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE 2023/24 CAPITAL PROGRAMME MONITORING POSITION – MONTH 4</b>
1.01	<b>Background</b> Council approved a Council Fund (CF) Capital Programme of £33.041m and a Housing Revenue Account (HRA) Capital Programme of £29.457m for 2023/24 at its meeting on 24 January 2023.
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. The HRA programme is 'ring fenced' and can only be used for HRA purposes.
1.03	<b>Changes since Budget approval</b> Table 1 below sets out how the programme has changed during 2023/24. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-



**Table 1**

<b>REVISED PROGRAMME</b>	<b>Original Budget 2023/24</b>	<b>Carry Forward from 2022/23</b>	<b>Changes - This Period</b>	<b>Revised Budget 2023/24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
People & Resources	0.350	0.150	(0.058)	0.442
Governance	0.357	0.294	0.530	1.181
Education & Youth	3.696	8.462	1.087	13.245
Social Services	3.680	0.171	2.210	6.061
Planning, Environment & Economy	0.040	1.018	1.232	2.290
Streetscene & Transportation	1.500	5.756	9.398	16.654
Housing and Communities	1.660	0.186	0.986	2.832
Capital Programme and Assets	21.758	1.992	0.681	24.431
<b>Council Fund Total</b>	<b>33.041</b>	<b>18.029</b>	<b>16.066</b>	<b>67.136</b>
<b>HRA Total</b>	<b>29.457</b>	<b>0.000</b>	<b>2.491</b>	<b>31.948</b>
<b>Programme Total</b>	<b>62.498</b>	<b>18.029</b>	<b>18.557</b>	<b>99.084</b>

1.04

**Carry Forward from 2022/23**

Carry forward sums from 2022/23 to 2023/24, totalling £18.029m (all CF), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2022/23.

1.05

**Changes during this period**

Funding changes during this period have resulted in a net increase in the programme total of £18.557m (CF £16.066m, HRA £2.491m). A summary of the changes, detailing major items, is shown in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>		
	<b>Para</b>	<b>£m</b>
<b><u>COUNCIL FUND</u></b>		
<b>Increases</b>		
Local Transport Grant	1.06	8.314
Education & Youth	1.07	1.087
Children's Services	1.08	1.179
Services to Older People	1.09	1.000
Other Aggregate Increases		4.544
		16.124
<b>Decreases</b>		
Other Aggregate Decreases		(0.058)
		(0.058)
<b>Total</b>		<b>16.066</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Energy Schemes	1.10	2.924
Other Aggregate Increases		0.215
		3.139
<b>Decreases</b>		
Other Aggregate Decreases		(0.648)
		(0.648)
<b>Total</b>		<b>2.491</b>

1.06	It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the, Active Travel, Road Safety, and Safe Routes grants from Welsh Government (WG). These grants will provide a range of transportation schemes across the County.
1.07	Introduction of WG funding relating to schools Community Focus Grant and Additional Learning Needs along with funding from Sports Council Wales.
1.08	Introduction of WG funding in relation to the Childcare and Early Years Capital Small Grants funding and Early Years Wraparound schemes.
1.09	In addition to the above the Council also received funding for the Housing with Care Fund and the Integration and Rebalancing Capital Fund, both in relation to Croes Atti Newydd Residential Care.
1.10	Award of Optimised RetroFit grant funding from WG has been introduced within the programme.

**1.11 Capital Expenditure compared to Budget**

Expenditure incurred as at Month 4, across the whole of the Capital Programme was £16.215m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget.

This shows that 16.36% of the budget has been spent (CF 16.77%, HRA 15.50%). Corresponding figures for Month 4 2022/23 were 15.51% (CF 10.73%, HRA 29.61%).

**1.12** The table also shows a projected underspend (pending carry forward and other adjustments) of £3.129m on the Council Fund and a break-even position on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
People & Resources	0.442	0.000	0.00	0.442	0.000
Governance	1.181	0.530	44.88	1.038	(0.143)
Education & Youth	13.245	1.570	11.85	13.048	(0.197)
Social Services	6.061	0.303	5.00	4.724	(1.337)
Planning, Environment & Economy	2.290	(0.048)	-2.10	1.782	(0.508)
Streetscene & Transportation	16.654	4.162	24.99	16.608	(0.046)
Housing & Communities	2.832	0.587	20.73	2.832	0.000
Capital Programme & Assets	24.431	4.158	17.02	23.533	(0.898)
<b>Council Fund Total</b>	<b>67.136</b>	<b>11.262</b>	<b>16.77</b>	<b>64.007</b>	<b>(3.129)</b>
Disabled Adaptations	1.100	0.178	16.18	1.100	0.000
Energy Schemes	5.235	1.272	24.30	5.235	0.000
Major Works	1.714	0.313	18.26	1.714	0.000
Accelerated Programmes	0.595	0.103	17.31	0.595	0.000
WHQS Improvements	13.436	2.559	19.05	13.436	0.000
Modernisation / Improvements	2.200	0.000	0.00	2.200	0.000
SHARP Programme	7.668	0.528	6.89	7.668	0.000
<b>Housing Revenue Account Total</b>	<b>31.948</b>	<b>4.953</b>	<b>15.50</b>	<b>31.948</b>	<b>0.000</b>
<b>Programme Total</b>	<b>99.084</b>	<b>16.215</b>	<b>16.36</b>	<b>95.955</b>	<b>(3.129)</b>

**1.13** Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2024/25 has been identified, this is also included in the narrative.

**1.14 Carry Forward into 2024/25**

During the quarter, carry forward requirements of £3.129m (all CF) have been identified which reflects reviewed spending plans across all programme areas. These amounts can be split into two areas, those

	required to meet the cost of programme works and/or retention payments in 2024/25.																		
1.15	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:</p> <p><b><u>Table 4</u></b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;"><b>CARRY FORWARD INTO 2024/25</b></th> <th style="text-align: right;"><b>Month 4 £m</b></th> </tr> </thead> <tbody> <tr> <td>Governance</td> <td style="text-align: right;">0.143</td> </tr> <tr> <td>Education &amp; Youth</td> <td style="text-align: right;">0.197</td> </tr> <tr> <td>Social Services</td> <td style="text-align: right;">1.337</td> </tr> <tr> <td>Planning, Environment &amp; Economy</td> <td style="text-align: right;">0.508</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td style="text-align: right;">0.046</td> </tr> <tr> <td>Capital Programme &amp; Assets</td> <td style="text-align: right;">0.898</td> </tr> <tr> <td><b>Council Fund</b></td> <td style="text-align: right;"><b>3.129</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td style="text-align: right;"><b>3.129</b></td> </tr> </tbody> </table>	<b>CARRY FORWARD INTO 2024/25</b>	<b>Month 4 £m</b>	Governance	0.143	Education & Youth	0.197	Social Services	1.337	Planning, Environment & Economy	0.508	Streetscene & Transportation	0.046	Capital Programme & Assets	0.898	<b>Council Fund</b>	<b>3.129</b>	<b>TOTAL</b>	<b>3.129</b>
<b>CARRY FORWARD INTO 2024/25</b>	<b>Month 4 £m</b>																		
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Capital Programme & Assets	0.898																		
<b>Council Fund</b>	<b>3.129</b>																		
<b>TOTAL</b>	<b>3.129</b>																		
1.16	<p><b>Additional Allocations</b></p> <p>Additional allocations have been identified in the programme in this quarter as follows:</p> <ul style="list-style-type: none"> <li>Hybrid Meeting Room - £0.055m for the purchase of equipment to be utilised in the Delyn Room in order to facilitate both in-person and remote meeting attendees.</li> </ul> <p>This can be funded from within the current 'headroom' provision.</p>																		
1.17	<p><b>Savings</b></p> <p>No savings have been identified in the programme in this quarter.</p>																		
1.18	<p><b>Funding of 2023/24 Approved Schemes</b></p> <p>The position at Month 4 is summarised in Table 5 below for the three year Capital Programme between 2023/24 – 2025/26:-</p>																		

**Table 5**

<b>FUNDING OF APPROVED SCHEMES 2023/24 - 2025/26</b>		
	<b>£m</b>	<b>£m</b>
Balance carried forward from 2022/23		(0.937)
<b>Increases</b>		
Surplus in 2023/24 to 2025/26 Budget	(0.365)	
		<u>(0.365)</u>
<b>Decreases</b>		
Actual In year receipts	(0.651)	<u>(0.651)</u>
<b>Funding - (Available)/Shortfall</b>		<b>(1.953)</b>

1.19 Capital receipts received in the first quarter of 2023/24, total £0.651m. This gives a revised projected surplus in the Capital Programme at Month 4 of £1.953m (from an opening funding surplus of £1.302m) for the 2023/24 – 2025/26 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

1.20 **Investment in County Towns**  
At its meeting on 12<sup>th</sup> December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14<sup>th</sup> June 2018.

1.21 Table 6 below shows a summary of the 2022/23 actual expenditure, the 2023/24 revised budget and budgets for future years as approved by Council at its meeting of 24<sup>th</sup> January, 2023. Further detail can be found in Appendix C, including details of the 2023/24 spend to Month 4.

**Table 6****INVESTMENT IN COUNTY TOWNS**

	<b>2022/23</b>	<b>2023/24</b>	<b>2023 -</b>
	<b>Actual</b>	<b>Revised</b>	<b>2025</b>
	<b>£m</b>	<b>Budget</b>	<b>Budget</b>
		<b>£m</b>	<b>£m</b>
Buckley / Penyffordd	0.745	5.739	9.302
Connah's Quay / Shotton	2.225	1.385	0.000
Flint / Bagillt	2.135	3.915	4.800
Holywell / Caerwys / Mostyn	4.195	6.576	0.000
Mold / Treuddyn / Cilcain	5.713	24.413	3.783
Queensferry / Hawarden / Sealand	0.520	3.024	0.000
Saltney / Broughton / Hope	1.250	0.287	25.000
Unallocated / To Be Confirmed	0.980	4.625	9.600
<b>Total</b>	<b>17.763</b>	<b>49.964</b>	<b>52.485</b>

1.22 The inclusion of actuals for 2022/23 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years prior to 2022/23 has not been included, and the expenditure and budgets reported should be considered in that context.

1.23 There are two significant factors which increase allocations to areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.

1.24 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.25 Information on the split between internal and external funding can be found in Appendix C.

1.26 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

**Table 7**

<b>WHQS Programme</b>		
	<b>2022/23 Actual £m</b>	<b>2023/24 Budget £m</b>
Holywell	3.380	4.210
Flint	1.450	1.390
Deeside & Saltney	2.250	1.390
Buckley	1.060	1.390
Mold	3.000	3.451
Connah's Quay & Shotton	1.970	1.390
<b>Total</b>	<b>13.110</b>	<b>13.221</b>

1.27 The 2021 Prudential Code introduced a new requirement that monitoring of prudential indicators should be reported quarterly as part of capital monitoring. This update is provided in Appendix D.

## **2.00 RESOURCE IMPLICATIONS**

2.01 Financial implications - As set out in the body of the report.

2.02 Personnel implications - None directly as a result of this report.

## **3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT**

3.01 The legacy impacts of the pandemic along with the supply and demand of materials, leading to cost increases, higher tender prices and project delays will continue to be monitored closely during the year. Due to the re-profiling of schemes from 2022/23 and resources available to manage and deliver schemes, the levels of planned expenditure in 2023/24 may be affected, resulting in a high level of carry forward requests to re-phase budgets into the 2024/25 programme.

Grants received will also to be closely monitored to ensure that expenditure is incurred within the terms and conditions of the grant. The capital team will work with project leads to report potential risks of achieving spend within timescales and assist in liaising with the grant provider.

The Council has a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	No consultation is required as a direct result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2023/24
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns
5.04	Appendix D: Prudential Indicators – Quarter 1 2023/24

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2023/24.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Chris Taylor, Strategic Finance Manager <b>Telephone:</b> 01352 703309 <b>E-mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget Re-profiling:</b> Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</p> <p><b>Capital Programme:</b> 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> <p><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p><b>Carry Forward:</b> Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p>



**CERA:** Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

**Council Fund (CF):** The fund to which all the Council's revenue and capital expenditure is charged.

**Housing Revenue Account (HRA):** The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

**MRA:** Major Repairs Allowance. A general capital grant from WG for HRA purposes.

**Non-current Asset:** A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

**Section 106:** Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

**Target Hardening:** Measures taken to prevent unauthorised access to Council sites.

**Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing** - Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

**Unsupported (Prudential) Borrowing:** Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

## APPENDIX A

## CAPITAL PROGRAMME - CHANGES DURING 2023/24

	Original Budget 2023/24	Carry Forward from 2022/23	Changes (Current)	Revised Budget 2023/24
	£m	£m	£m	£m
<b>Council Fund :</b>				
<b>People &amp; Resources</b>				
'Headroom'	0.350	0.150	(0.058)	0.442
	<b>0.350</b>	<b>0.150</b>	<b>(0.058)</b>	<b>0.442</b>
<b>Governance</b>				
Information Technology	0.357	0.294	0.530	1.181
	<b>0.357</b>	<b>0.294</b>	<b>0.530</b>	<b>1.181</b>
<b>Education &amp; Youth</b>				
Education - General	0.650	6.999	0.936	8.585
Primary Schools	1.000	0.813	(0.524)	1.289
Schools Modernisation	1.546	0.000	(0.651)	0.895
Secondary Schools	0.000	0.560	1.326	1.886
Special Education	0.500	0.090	0.000	0.590
	<b>3.696</b>	<b>8.462</b>	<b>1.087</b>	<b>13.245</b>
<b>Social Services</b>				
Services to Older People	1.250	0.097	1.000	2.347
Learning Disability	2.430	0.000	0.031	2.461
Children's Services	0.000	0.074	1.179	1.253
	<b>3.680</b>	<b>0.171</b>	<b>2.210</b>	<b>6.061</b>
<b>Planning, Environment &amp; Economy</b>				
Closed Landfill Sites	0.000	0.250	0.000	0.250
Engineering	0.000	0.383	0.000	0.383
Energy Services	0.000	0.000	0.207	0.207
Ranger Services	0.000	0.035	0.105	0.140
Town Centre Regeneration	0.000	0.320	0.858	1.178
Private Sector Renewal/Improv't	0.040	0.030	0.062	0.132
	<b>0.040</b>	<b>1.018</b>	<b>1.232</b>	<b>2.290</b>
<b>Streetscene &amp; Transportation</b>				
Waste Services	0.000	3.805	0.217	4.022
Cemeteries	0.000	0.259	0.000	0.259
Highways	1.500	1.640	0.867	4.007
Local Transport Grant	0.000	0.006	8.314	8.320
Solar Farms	0.000	0.046	0.000	0.046
	<b>1.500</b>	<b>5.756</b>	<b>9.398</b>	<b>16.654</b>

**APPENDIX A (Cont.)**

	<b>Original Budget 2023/24</b>	<b>Carry Forward from 2022/23</b>	<b>Changes (Current)</b>	<b>Revised Budget 2023/24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Housing &amp; Communities</b>				
Affordable Housing	0.000	0.000	0.700	0.700
Disabled Facilities Grants	1.660	0.186	0.286	2.132
	<b>1.660</b>	<b>0.186</b>	<b>0.986</b>	<b>2.832</b>
<b>Capital Programme &amp; Assets</b>				
Administrative Buildings	0.663	0.325	0.034	1.022
Community Asset Transfers	0.000	0.597	0.227	0.824
Leisure Centres & Libraries	0.395	0.419	0.259	1.073
Play Areas	0.200	0.376	0.161	0.737
Theatr Clwyd	20.500	0.275	0.000	20.775
	<b>21.758</b>	<b>1.992</b>	<b>0.681</b>	<b>24.431</b>
<b>Housing Revenue Account :</b>				
Disabled Adaptations	1.100	0.000	0.000	1.100
Energy Schemes	2.311	0.000	2.924	5.235
Major Works	1.836	0.000	(0.122)	1.714
Accelerated Programmes	1.121	0.000	(0.526)	0.595
WHQS Improvements	13.221	0.000	0.215	13.436
Modernisation / Improvements	2.200	0.000	0.000	2.200
SHARP Programme	7.668	0.000	0.000	7.668
	<b>29.457</b>	<b>0.000</b>	<b>2.491</b>	<b>31.948</b>
<b>Totals :</b>				
<b>Council Fund</b>	33.041	18.029	16.066	67.136
<b>Housing Revenue Account</b>	29.457	0.000	2.491	31.948
<b>Grand Total</b>	<b>62.498</b>	<b>18.029</b>	<b>18.557</b>	<b>99.084</b>

PEOPLE & RESOURCES

Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.442	0.000	0.442	0.000	0	0.000		Corporate provision - to be allocated as requested and approved.	Any unspent allocation will be the subject of a carry forward request at outturn.
<b>Total</b>	<b>0.442</b>	<b>0.000</b>	<b>0.442</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

GOVERNANCE

Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.181	0.530	1.038	(0.143)	-12	0.000	£0.088m replacement server technology for remote access solutions have been reviewed, expected to last another 12 months before needing to be replaced. £0.055m environmental monitoring systems replacement delayed until decision on datacentre relocation.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.143m</b> to 2024/25.	
<b>Total</b>	<b>1.181</b>	<b>0.530</b>	<b>1.038</b>	<b>(0.143)</b>	<b>-12</b>	<b>0.000</b>			

Variance = Budget v Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	8.585	1.056	8.388	(0.197)	-2	0.000	Joint archive scheme unlikely to commence in 2023/24.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.197m</b> into 2024/25.	
Primary Schools	1.289	0.135	1.289	0.000	0	0.000			
Schools Modernisation	0.895	0.083	0.895	0.000	0	0.000			
Secondary Schools	1.886	0.323	1.886	0.000	0	0.000			
Special Education	0.590	(0.027)	0.590	0.000	0	0.000			
<b>Total</b>	<b>13.245</b>	<b>1.570</b>	<b>13.048</b>	<b>(0.197)</b>	<b>-1</b>	<b>0.000</b>			

Variance = Budget v Outturn

## SOCIAL SERVICES

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	2.347	0.185	1.010	(1.337)	-57	0.000	Grant funding for Croes Atti Care Home to be utilised in 2023/24, with core funding to be carry forward to 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£1.337m</b> to 2024/25.	
Learning Disability Services	2.461	(0.010)	2.461	0.000	0	0.000			
Children's Services	1.253	0.128	1.253	0.000	0	0.000			
<b>Total</b>	<b>6.061</b>	<b>0.303</b>	<b>4.724</b>	<b>(1.337)</b>	<b>-22</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.000	(0.250)	-100	0.000	Expenditure is incurred as a result of specific remedial work identified from assessments carried out.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.250m</b> to 2024/25.	
Engineering	0.383	0.000	0.125	(0.258)	-67	0.000	The funding will be used to support schemes in 2024/25 that will be identified in the flood management strategy and grant bids.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.258m</b> to 2024/25.	
Energy Services	0.207	(0.285)	0.207	0.000	0	0.000			
Ranger Services	0.140	(0.019)	0.140	0.000	0	0.000			
Townscape Heritage Initiatives	1.178	0.232	1.178	0.000	0	0.000			
Private Sector Renewal/Improvement	0.132	0.024	0.132	0.000	0	0.000			
<b>Total</b>	<b>2.290</b>	<b>(0.048)</b>	<b>1.782</b>	<b>(0.508)</b>	<b>-22</b>	<b>0.000</b>			

Variance = Budget v Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	4.022	0.000	4.022	0.000	0	0.000			Redevelopment of the Standard Yard MRF in Buckley is ongoing and currently subject to review following a recent tendering exercise to procure the construction of the facility.
Cemeteries	0.259	0.000	0.259	0.000	0	0.000			
Highways	4.007	0.073	4.007	0.000	0	0.000			
Local Transport Grant	8.320	4.089	8.320	0.000	0	0.000			
Solar Farms	0.046	0.000	0.000	(0.046)	-100	0.000	Works to progress in 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.046m</b> to 2024/25.	
<b>Total</b>	<b>16.654</b>	<b>4.162</b>	<b>16.608</b>	<b>(0.046)</b>	<b>-0</b>	<b>0.000</b>			

Variance = Budget v Outturn



## HOUSING &amp; COMMUNITIES

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Affordable Housing	0.700	0.000	0.700	0.000	0	0.000			
Disabled Facilities Grants	2.132	0.587	2.132	0.000	0	0.000			DFG spend is customer driven and volatile.
<b>Total</b>	<b>2.832</b>	<b>0.587</b>	<b>2.832</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Outturn

## CAPITAL PROGRAMME &amp; ASSETS

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Administrative Buildings	1.022	0.120	0.994	(0.028)	-3	0.000	Expenditure is incurred as and when unauthorised encampments occur which prompt target hardening vulnerable locations.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.028m</b> to 2024/25.	
Community Asset Transfers	0.824	0.276	0.227	(0.597)	-72	0.000	Expenditure is incurred as and when schemes are signed off.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.597m</b> to 2024/25.	
Leisure Centres & Libraries	1.073	0.510	0.828	(0.245)	-23	0.000	£0.195m due to DLC being closed through Covid the AWP's will not require replacing this financial year. HLC replacement MUGA, £0.050m.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.245m</b> to 2024/25.	
Play Areas	0.737	0.091	0.737	0.000	0	0.000			
Theatr Clwyd	20.775	3.161	20.747	(0.028)	-0	0.000	Funding is to be utilised in 2024/25 as part of the fit out of the refurbished building.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.028m</b> to 2024/25.	
<b>Total</b>	<b>24.431</b>	<b>4.158</b>	<b>23.533</b>	<b>(0.898)</b>	<b>-4</b>	<b>0.000</b>			

Variance = Budget v Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Disabled Adaptations	1.100	0.178	1.100	0.000	0	0.000			Client led and volatile. Full spend assumed
Energy Services	5.235	1.272	5.235	0.000	0	0.000			
Major Works	1.714	0.313	1.714	0.000	0	0.000			
Accelerated Programmes	0.595	0.103	0.595	0.000	0	0.000			
WHQS Improvements	13.436	2.559	13.436	0.000	0	0.000			
Modernisation/Improvements	2.200	0.000	2.200	0.000	0	0.000			
SHARP	7.668	0.528	7.668	0.000	0	0.000			Mostyn, Park Lane & Duke Street sites now completed. There are a number of pipeline schemes at feasibility stage.
<b>Total</b>	<b>31.948</b>	<b>4.953</b>	<b>31.948</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Outturn

## SUMMARY

## Capital Budget Monitoring 2023/24 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.442	0.000	0.442	0.000	0	0.000			
Governance	1.181	0.530	1.038	(0.143)	-12	0.000			
Education & Youth	13.245	1.570	13.048	(0.197)	-1	0.000			
Social Services	6.061	0.303	4.724	(1.337)	-22	0.000			
Planning, Environment & Economy	2.290	(0.048)	1.782	(0.508)	-22	0.000			
Streetscene & Transportation	16.654	4.162	16.608	(0.046)	-0	0.000			
Housing & Communities	2.832	0.587	2.832	0.000	0	0.000			
Capital Programme & Assets	24.431	4.158	23.533	(0.898)	-4	0.000			
<b>Sub Total - Council Fund</b>	<b>67.136</b>	<b>11.262</b>	<b>64.007</b>	<b>(3.129)</b>	<b>-5</b>	<b>0.000</b>			
Housing Revenue Account	31.948	4.953	31.948	0.000	0	0.000			
<b>Total</b>	<b>99.084</b>	<b>16.215</b>	<b>95.955</b>	<b>(3.129)</b>	<b>-3</b>	<b>0.000</b>			

Variance = Budget v Outturn

INVESTMENT IN COUNTY TOWNS - 2022/23 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	22/23 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	4,278	32		402		255		3,456		10		33					90		4,278	0	4,278
<b>EDUCATION &amp; YOUTH</b>																					
Ysgol Glanrafon	428									332	96								332	96	428
Ysgol Croes Atti Flint	431					128	303												128	303	431
Ysgol Croes Atti, Shotton	556			297	259														297	259	556
<b>SOCIAL SERVICES</b>																					
Ty Nyth, Children's Residential Care	1,408									812	596								812	596	1,408
Croes Atti Newydd Residential Care Home, Flint	913					913													913	0	913
Relocation of Tri-Ffordd Day Service provision	239												239						239	0	239
<b>PLANNING, ENVIRONMENT &amp; ECONOMY</b>																					
Solar PV Farms	759			759															759	0	759
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Improvements to Standard Yard Waste Transfer Station	249		249																0	249	249
Highways Maintenance	2,312	331		309				545		595		286		68		179			2,313	0	2,313
Transport Grant	2,992		133		199	15	521	11	183		75		201	70	873		711		96	2,896	2,992
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																					
Theatr Clwyd - Redevelopment	3,197										3,197								0	3,197	3,197
	17,762	363	382	1,767	458	1,311	824	4,012	183	1,749	3,964	319	201	377	873	269	711		10,167	7,596	17,763
<b>AREAS TOTAL</b>			745		2,225		2,135		4,195		5,713		520		1,250		980				

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INVESTMENT IN COUNTY TOWNS - 2023/24 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	7,668		674				540		6,082				366					6	0	7,668	7,668
<b>EDUCATION &amp; YOUTH</b>																					
Ysgol Croes Atti Flint	738					738													738	0	738
Penyffordd Extension	882	882																	882	0	882
<b>SOCIAL SERVICES</b>																					
Croes Atti Newydd Residential Care Home, Flint	2,337					1,337	1,000												1,337	1,000	2,337
Relocation of Tri-Ffordd Day Service provision	2,461									2,461									2,461	0	2,461
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Improvements to Standard Yard Waste Transfer Station	3,622	3,405	217																3,405	217	3,622
Highways Maintenance	2,489																2,489		2,489	0	2,489
Transport Grant	8,320		561		1,385		300	6	488		505		2,658		287	111	2,019	117	8,203	8,320	
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																					
Theatr Clwyd - Redevelopment	20,747									8,747	12,000								8,747	12,000	20,747
<b>HOUSING &amp; COMMUNITIES</b>																					
Affordable Housing	700										700								700	0	700
	49,964	4,287	1,452	0	1,385	2,075	1,840	6	6,570	11,908	12,505	0	3,024	0	287	2,600	2,025	20,876	29,088	49,964	

AREAS TOTAL

5,739      1,385      3,915      6,576      24,413      3,024      287      4,625

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS		
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000
<b>EXPENDITURE</b>																				
<b>HOUSING - HRA</b> SHARP	528						14		508								6	0	528	528
<b>EDUCATION &amp; YOUTH</b> Ysgol Croes Atti Flint	84					84												84	0	84
<b>SOCIAL SERVICES</b> Croes Atti Newydd Residential Care Home, Flint	185						185											0	185	185
<b>STREETSCENE &amp; TRANSPORTION</b> Transport Grant	4,089				1,326	1		2			258		2,394		99		9	2	4,087	4,089
<b>CAPITAL PROGRAMME &amp; ASSETS</b> Theatr Clwyd - Redevelopment	3,161										3,161							0	3,161	3,161
	8,047	0	0	0	1,326	84	200	2	508	0	3,419	0	2,394	0	99	0	15	86	7,961	8,047

AREA TOTAL 0 1,326 284 510 3,419 2,394 99 15

INVESTMENT IN COUNTY TOWNS - 2024- 2026 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>EDUCATION &amp; YOUTH</b>																						
Joint Archive Facility, FCC and DCC	2,783									2,783										2,783	0	2,783
Drury County Primary	4,814	1,685	3,129																	1,685	3,129	4,814
Elfed High School	4,488	1,571	2,917																	1,571	2,917	4,488
Saltney/Broughton Area	25,000													8,750	16,250					8,750	16,250	25,000
<b>SOCIAL SERVICES</b>																						
Croes Atti Newydd Residential Care Home, Flint	4,800					4,800														4,800	0	4,800
<b>STREETSCENE &amp; TRANSPORTION</b>																						
Highways Asset Management Plan	3,000																3,000			3,000	0	3,000
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																						
Theatr Clwyd - Redevelopment	1,000									1,000										0	1,000	1,000
<b>HOUSING &amp; COMMUNITIES</b>																						
Affordable Housing	6,600																6,600			6,600	0	6,600
	52,485	3,256	6,046	0	0	4,800	0	0	0	2,783	1,000	0	0	8,750	16,250	9,600	0		29,189	23,296	52,485	
<b>AREA TOTAL</b>			9,302	0	0	4,800	0	0	0	3,783	0	0	0	25,000	9,600							

**Prudential Indicators Q1 2023/24**

The Council measures and manages its capital expenditure, borrowing and commercial and service investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

**Table 1 - Capital Expenditure in £ millions:** The Council has undertaken and is planning capital expenditure as summarised below. The increase in forecasted expenditure between 2022/23 to 2023/24, in the main relate to works at Theatr Clwyd and the Band B schools programme.

	<b>2022/23 Actual</b>	<b>2023/24 Forecast</b>	<b>2024/25 Budget *</b>	<b>2025/26 Budget</b>
Council Fund	30.016	64.007	33.924	24.668
Housing Revenue Account	24.997	31.948	30.955	27.235
<b>Total</b>	<b>55.013</b>	<b>95.955</b>	<b>64.879</b>	<b>51.903</b>

\* £3.2m of capital expenditure in 2024/25 arises from a change in the accounting for leases and does not represent cash expenditure.

**Table 2 - Capital Financing Requirement in £ millions:** The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt.

	<b>2022/23 Actual</b>	<b>2023/24 Forecast</b>	<b>2024/25 Budget *</b>	<b>2025/26 Budget</b>
Council Fund	218.939	240.145	261.660	273.934
Housing Revenue Account	133.623	141.810	153.283	160.493
<b>Total</b>	<b>352.562</b>	<b>381.955</b>	<b>414.943</b>	<b>434.427</b>

\* £3.2m of the CFR increase in 2024/25 arises from a change in the accounting for leases.

**Table 3 - Gross Debt and the Capital Financing Requirement in £ millions:** Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	<b>2022/23 Actuals</b>	<b>2023/24 Forecast</b>	<b>2024/25 Budget</b>	<b>2025/26 Budget</b>
Debt (Incl Leases)	297.951	309.843	352.379	384.641
Capital Financing Requirement	352.562	381.955	414.943	434.427



**Table 4 - Debt and the Authorised Limit and Operational Boundary in £ millions:** The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

	<b>2023/24 Limit</b>	<b>30.06.23 Actual</b>
Operational Boundary - Total	403	298
Authorised Limit - Total	438	298

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

**Table 5 - Net Income from Commercial and Service Investments to Net Revenue Stream in £ millions:** The Council’s income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	<b>2022/23 Actual</b>	<b>2023/24 Forecast</b>	<b>2024/25 Budget</b>	<b>2025/26 Budget</b>
Total net income from service and commercial investment	1.672	1.652	1.652	1.652
Proportion of net revenue stream	0.51%	0.47%	0.46%	0.46%

**Table 6 - Proportion of Financing Costs to Net Revenue Stream in £ millions:** Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

	<b>2022/23 Actual</b>	<b>2023/24 Forecast</b>	<b>2024/25 Budget</b>	<b>2025/26 Budget</b>
Council Fund	3.6%	4.0%	4.4%	4.6%
HRA	17.2%	17.7%	18.0%	19.0%

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